Wisdom Lessons

Identity, Perspective, Perception, Choice & Practice: Navigation Maps for a Complex World

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The value of an education is not the learning of many facts, but the training of the mind to think.
~ Albert Einstein

What we observe is not nature itself, but nature exposed to our method of questioning.
~ Werner Heisenberg

Wisdom Is the intelligence of the system as a whole.
~ Gregory Bateson

Most of the mistakes in thinking are inadequacies of perception rather than mistakes of logic.
~ Edward deBono

Show me the record of maintenance, and I'll show you the nation that will survive.
~ Lewis Mumford

The only simplicity to be trusted is the simplicity to be found on the far side of complexity.
~Alfred North Whitehead

For want of a nail, the shoe, the horse, the battle, the nation was lost…
~ Ben Franklin

You can't take ownership if you don't know what you own.
~ Charles Parker

Introduction: Why Consider Lessons?

Change

Change happens to all of us. Change is both natural and predictable. You know that. But we automatically resist it.

We daily experience change in the multiple realities of our everyday experience, and yet, as we age, we either chose to learn and grow from those daily opportunities, or remain stuck in not thinking, with no Path forward. We either *grow our life skills and successful accountability practice* as we choose to grow and change our internal selves in constructive ways – or, instead, we internally *refuse to improve our choices* through learning a Personalized System for considering fresh, adaptive sets of options through improved Perspectives, Perceptions and Practice.

Yes, we have learned through a basic, standardized, educational system that proves useful tools for dealing with *things.* But for *living* and *choosing* however, customized requirements are more personal and nuanced than those we receive in schools for things. Too often, we receive passive training in culturally counterproductive, maladaptive coping strategies that don't provide skills to sort and deselect before we automatically choose those maladaptive actions for ourselves and our fellow travelers. Passivity and boredom often become hallmarks that identify this unthinking depersonalized, extant learning system. Lessons learned, or unlearned, define your identity – throughout life.

Without understanding the lifetime value of a self-accountability learning system, we simply copy and paste - repeatedly - without thinking. Thinking, at minimum, requires a memory process. But learning How is more complex, because adaptation is a process synchronized with time and change.

At first, any suggestion for making an improved *choice* often sounds like another round of imperative-polemic-values-politics – rules from the outside – a cultural imperative. Presidential. Do this. Don't do that. But instead, our lives are far more often guided by our confused, unskilled, egoistic, and internal set of defensive, automatic, patterned reactions - often confounded by the pervasive human traits of not-thinking, denial, and easy labels. At first, a choice of hearsay and ignorance seems easier and much less complex, with less work. But for measuring outcomes, ignorance creates confusion, and, again, maladaptive, counterproductive outcomes. Maladaptive outcomes drive higher rates of suicide, murder, crime and psychiatric care – beginning even in childhood. Incidentally, children can, and often do, learn fresh adaptive tools even before grade school.

We are stuck - desynchronized from the changes that occur inside our minds and outside our doors. With no maps and no system for travels, we, like millions of humans before us, too often hide in the caves of familiarity and habit, pointing fingers of blame at things we don't know.

We do a great job *thinking* of values from the exceedingly limited perspective of right and wrong polemics, but don't specifically train anyone, children or adults, *how to use values* effectively as a functional System for all the educational-learning opportunities that naturally occur daily within the full spectrum of a values-driven - a self-accountability - learning System. Too often we remain stuck in the denial of limited, culturally acceptable preconceptions with simplistic, right-wrong conclusions that avoid initial complexities and any next outcome challenges, rather than fully considering constructive, adaptive choices and actions. We're stuck in the what/things polemics of no-time, and in denial about the *duration tools* to advance a *learning-in-process* that will last for a lifetime. Without working maps, we avoid travels. Every day we miss training opportunities because we have only limited perceptions about working options – choices that work more effectively.

Today we live in an outdated, transformational moment in our cultural history - of Perspective-obsolescence that also *does not encourage systematic training for a self-repair process.* From this outdated perspective everything is 'really OK,' and 'just what is all this fuss about self-development and improved self-management?' From a hindsight-Perspective, our thoughts have travelled unrepaired along uninformed, Medieval paths to here and nowhere - as individuals, societies and nations. We don't fix what we own. We don't know how and don't want to admit that inadequacy – partly because we have trained for years thinking that if we know how to handle *things,* predict the weather, test drive the car, that we will find solutions for both our Selves and out human companions.

But, at this turning point many more of us now realize that Solutions don't arrive from things, but from improved thinking skills. Today, on a more positive note, this undeniable ignorance for Self-learning-option-choices, however, does emphatically encourage more inclusive and comprehensive Perspective improvements. We must collectively step back and take a moment of transcendent introspection. Individual effort [a noteworthy characteristic of democracy and freedom] does encourage more comprehensive, transcendent thinking to see the gravity of our lifetime travels and mission. On the other hand, maladaptive outcomes don't encourage development - *unless we discover* a fresh way to constructively learn from them. Maladaptive outcomes can provide our most profound mentorship experiences – if only we know how.

Too often, like buffalo, we follow the herd off the cliff. Nations of individuals choose to not think. But even determined ignorance doesn't work. Reality keeps knocking on our doors, and yet our assessment and accountability tools remain in the closet, unsharpened. We don't know how, without standards or a grid, to tighten assessments, and don't have any sharpening tools for maintenance practice in our workshops. We find ourselves oddly troubled by the inherent demands for more careful dissection – because we don't have a clue about the underlying anatomy – and we're already confused about why that reality knocks in the first place. We turn away from what we don't know. Both diagnosis and treatment suffer hidden perforations with associated slow leaks.

Permit me to quickly add the obvious in this introduction: reality isn't personal, it's just changing as it has for millennia, and we manifest only a limited Perspective with associated limited Perceptions, and as a result we do suffer with a desire to not think – to not add to our pre-existing confusion. Until trained, we, just as the Greeks documented 5000 years ago, don't know how to manage the next roadblock. Philosophy provided perspective to learn from change for many years and still offers useful insights today.

Perspective

All of us carry within our Selves three people: 1. our best curious, proactive, comprehensive, thinking, integrative and planning Self, 2. our minimalist, labels, reductionistic fearful, coping, get-through-this, survival-self, and 3. our angry, refusal-to-think, denial-self that feels special, entitled, and competent-in-spite-of-ignorance self. In this book, quite obviously, I'm trying to keep all of us on the number 1 track, because, once learned, it's more adaptive, less painful, and beckons us with the

rewarding, objective, safety and competence skills, naturally synchronized with the pre-existing, natural-order option, and productively builds constructive teamwork. Stay with me on this one and you will set a grid for your next forward steps and increased self-confidence. All we must do is learn to routinely synchronize with reality and sometimes simply learn what to avoid. A daily practice system with improved targets and choice options reveals effective answers with new complexities – and confidence builds with predictable, adaptive, accurate choices.

Those lost in number 2, have found relative safety in that dark cave from childhood, and they are determined not to come out. They know they don't know and are so limited they fear learning, because they will have to think. If they do come out it will be for a brief breakfast, but don't ask them to dinner, as the restaurant scene and crowds emphasize their ignorance, and they naturally wish to avoid humiliation. They are not interested in the game that they don't know, and don't want to play without directions. They have nothing to hide because they have nothing to say. They have no reference points to mark reality, no system, no guardrails, and no opinions.

Number 3 folk, including some world leaders, are those that are deeply frustrated knowing they also have no answers, and regress to only seek control and approval. Interestingly, those who are exceedingly smart often find themselves lost in 3 because they are so smart they know more than everyone else, and, most importantly, will confess that they are so smart they don't have to plan or need to think. They love followers. They *really* love followers who are enthralled with their power. Frightened followers enable ongoing ignorance. They are especially strong on their choice of defenses: denial, rationalization, and projection. They want to control. They love posing, bluffs and the imperious stare. The populace that supports them, either autocratic or democratic, remains uninformed, asleep, hoping to remain asleep, passive, and taken care of - because they also remain in denial. The *appearance of power*, real or not, becomes an imaginary safe place.

The Process

Two key learning opportunities occur with every choice-outcome in any circumstance: a. 'that choice worked, so I'll do it again that same way,' or b. 'it didn't work, and I must sort out different options and change my solution-activities.' Interestingly, lesson opportunities arise daily, but without any lights for our Path we continue to wander in the darkness, lost and untrained in the woods without maps.

Lesson-lights for effective choice-making and thinking-adaptively remain remarkably, at this late date in our human evolution, obscure and surprisingly conflictual as those on automatic thinking are challenged by fresh variables and alternatives that do require a *different, improved, thinking-activity and choice system.* Our cultural heritage encourages next steps, but we don't yet have it in place within our learning, educational System to practice effective applications.

Instead, for our *living process* we must translate the '*what,'* contents of *things*, into specific *how* actions through lessons for an informed perspective that drive personal *choices with growth from an increasingly Informed Practice*. Time passage in each life can quickly provide a multiplicity of both undeniable and ubiquitous variables for which we have less-than-comprehensive-*reductive* training for the complexity of life process: Do and Don't. Choices provide training, win or lose. Things and Change provide mentorship to those looking for answers tomorrow.

Yes, categorical 'Right and Wrong' perceptions are helpful – but, as oversimplifications, they don't cover the complexities for necessary, adaptive, and timely choices in our world of often unpredictable changes. Lessons learned grow your Perspective, your Perceptions, and your informed Practice Skills to improve and, *more explicitly own*, your learned skills with more effective choices and adjustments. The objectives for all of us: effective contributions for our ever-changing world, and a skill set for more predictable "Doing" outcomes, leading to an improved Mastery through life.

For improved choices within next steps throughout each of our lives we all can benefit from an applied, practiced, improved Self-Learning-System of *Discovery and Accountability* - not yet available in today's basic educational system. So instead, why not then encourage ownership of that oversight and grow a systemic Solutions strategy, a daily Wisdom learning system - that promises principles and practice for your Self and our untrained humanity, even during early elementary educational levels. Early training can train innocents to cope effectively with the predictable changes we all must sort and consider. Learning to target this personal self-management objective will translate inevitable change into an interesting, growth-solution process to replace the current pervasive, outdated, maladaptive, universal denial problem. 'Problems' then, through identification and mastery, become learned 'experience,' when corrected. If corrected effectively they become intrinsic Values. Uncorrected, without learning, they instead not only repeatedly remain a problem, but they also inevitably amplify over time, and can drive our very souls into the darkness. Invitational values do live out there on the streets, not only in churches, synagogues and mosques.

These few introductory notes, and the specific references below them, are collected to encourage Systemic change for educators, medical and mental health providers, patients, and medical students who will witness these documented developmental issues with humanity throughout their professional, medical, and personal lives. Humans at every level, especially if we purport a specific interest in them, can especially learn to increasingly benefit from the fact that we humans do think, can learn, are curious and reflective, and do most often wish to improve, even from the paradoxical, built-in mentorship of repeated maladaptive strategies. But without hint of a learning plan, a transcendent map, or even some basic directions, we often live and die with repetitive boredom because we just didn't see various option-lights in the darkness. Too often we have decided to sit it out in the cave, rather than set out upon the Path to learn How to resolve these maladaptive oversights through adaptive training.

At first glance, our learning through a Lesson System seems trite, like it should be obvious and simple, and, in fact, automatic. But in this deeper system each lesson carries with it a much more Comprehensive objective - if practiced over time – the promise of becoming a Wisdom-Practice. 'Complexity' does include more detailed variables. Innocence is not a sickness.

The Learning Process

…for want of a nail the shoe was lost.
~*Ben Franklin et al*

Each change introduces us to one of many of life's imperative crossroads. I use the word imperative because they directly ask us to improve our perspective and perceptions. Change is aligned with nature and growth – flowers grow, buds in the Spring, babies and ideas are born and flourish. But too often we misperceive how change-lessons can grow plans for our tomorrows.
PDF: http://corepsych.com/crossroads

Change requires fresh thinking. However, as humans, we do have choices: *Think/Don't Think, Think Effectively/Think Automatically.* Hint: *not thinking & automatic thinking* are maladaptive, and don't work. We need to grow, to encourage the application of a Thinking System to grow individual perspectives & insights through increased personal accountability. I said this before up above:

You can't take ownership if you don't know what you own.
~ Parker

Then, after that essential first choice decision, another fraternal self-observation choice immediately springs up: Either *think simplistically* - or instead choose to think more effectively with the details – Comprehensively. *Details matter.* Comprehensive thinking is active, and at first takes more energy, while simplistic thinking is not entirely passive, but does have a passive trait: cut out and diminish reality to make it quick and easy to move on to the next reality – without thinking. Automatic

and simplistic thinking may at first *look* adaptively active but abides as deceptively passive and maladaptive. It may work for the immediate seconds, but think for a longer moment: is today's choice required to work *over time*, to endure throughout the long run of life? Built-in to that automatic denial process are the Swiss cheese holes of inadequate perspectives, with inadequate information that leave various potholes on the crossroads of life. Holes, as you know, are not nutritious. "For want of a nail…"

Ineffective, maladaptive outcomes invite us to *choose to correct* our automatic thinking. Maladaptive markers become negative experiences *without their attendant lessons*, markers with a painful burden - another disappointing challenge added to our daily impulsive, coping and thinking patterns.

From a more comprehensive perspective, we are *most burdened* because we don't have, haven't yet learned, a workable, practiced, self-assessment, *self-adjustment system*. When our automatic, defensive, patterned and repeated boundary definitions are crossed with new data, we must consider the addition of a thinking system to assess and decide, to travel which path – to either learn from this new, fresh perception or remain asleep and automatic. Too often we miss opportunities to grow throughout our experience in time because we have not yet learned *how to learn* from our most valued life-mentor: the Mentoring Process that exists within Change itself.

We've programmed ourselves to simply react - to *not think about our enduring life process* - to not learn, to not grow. Even late in our lives we too often deny the learning opportunities that reside within our increasingly predictable change-system. With Practice we can become more predictably aware.

Some of us do develop an internal learning system, and it shows here when the curious Frost decides to think for himself, a bit more risky, to take the metaphoric *Road Not Taken:*

Two roads diverged in a yellow wood,
And sorry I could not travel both,
And be one traveler, long I stood,
And looked down one as far as I could,
To where it bent in the undergrowth.
… I took the one less traveled by,
And that has made all the difference.
~Robert Frost

Our next actions *always require* improved *choice - informed choice* - to think, decide and explore, or to stay on the treadmill of denial, skipping the details. Often our automatic reactions take the easy way to either *deny the value of change* or to quickly press through it without learning - to either *deny* the curious, interesting lessons within the change - to *avoid* it - or to instead, maladaptively *control* it - and try to quickly bring it under our command. Neither reaction is *adaptive* for the long run – because *no process-learning occurs*. To *understand* each lesson-experience, wrapped within the change at that moment, encourages a different automatic-response-perspective that involves the insights that accompany *self-evaluation* - both at that moment, in that context, and for the future.

It's likely that Frost grew new skills from that less travelled trip, not because on the less travelled path he anticipated less traffic, but because he anticipated the process of integrating fresh variables.

Further Perspective Notes

The next useful reframe-assessment question is: Did I handle that crossroad well - effectively, constructively - or did I mismanage it? In a word: was my interface and reaction to that change experience *adaptive, or maladaptive*? What did I learn for the next time? The future realities you encounter along the Way will certainly tell you. Preparation matters. Perspective matters. Accountability matters. Ownership matters.

And, quickly following that first elementary question, is the next one for an even larger, more serious meta-lifetime imperative: Because of that decision, did I learn the value of developing a

systemic, structured, Accountability System - did I *set out to learn* from this event *a process* of *how to prepare* myself for the next similar circumstance? What did I learn from it to build my perspective-perception-apparatus, to grow my experience, and to evolve my growing self-management process? Did I first approach change from an internal system of growing awareness and practiced self-management? Did my system then work? Does it need a modification to work even more effectively? If that change and my reaction was *adaptive*, what exactly did I learn? If my choice of action was maladaptive, followed by additional unpredicted circumstances, what could I improve for my next [inevitable] similar learning opportunity? In a word: did I *learn*? Today, that set of questions should encourage use of a Wisdom Practice System for every human being on the planet.

Today, that lesson process is not easily available - thus this instructive reading list below. This reading list is a Thinking, Wisdom, Self-Management, timeless reading list for *anyone* at any age interested in developing their own personal accountability system. You can build a customized system for your *Self*, and regularly grow it through your experience with change and your growing perspective. Your Wisdom insights will help you map your Self – map your Decision/Practice Identity - beyond groupthink and beyond not-thinking. Your practiced thinking-lessons will last for a lifetime because you will experience the same characteristic, built-in growth benefits experienced and documented by many other Wisdom-leaders for centuries. Knowing the process often brings elemental relief through prevention. Your capitalized 'Self' builds your observant, aware, growing Self-Accountability - to evaluate next choice effectiveness and adaptive next action predictability. Growing a thinking-accountability-system becomes more predictive for life in an often-unpredictable world. Your ownership serves both Self and others.

You owe this Wisdom Process to your Self, your loved ones and our humanity team – to be adaptively skilled, to modify and grow your experience rather than live alone, in a boring life of inevitable maladaptive repetition, and to ultimate teach these values through your own growing confidence achieve through satisfying adaptive outcomes.

How Beyond What: The Wisdom-Learning System

The Process of Change often does present uncomfortable problems. Changes do require you to do some work to change/improve your elemental perspective and perceptions, and often suggests that you modify, improve your next choices. Life is a process-in-time, not a frozen-thing. Choice is an action that lives on as a Process, not in a Thing. Through Practice you will also find improved perspectives that drive Change for your Self - more welcome and familiar.

Change requires the process of *thinking* before next actions and *assessing choice options* for next, more adaptive actions. *Learning* from experience, integrating that experience into your decision protocol-tree, improves the foundation of your Identity Practice. At first 'Experience and Identity' sounds too deep and heavy – but it's patently quite simple: what you choose is Who you are. Your Who is what you Choose to Do.

Your Identity is more fully realized in both choice and subsequent, effective, adaptive action.

Your *Identity* is the Process of How you spend your Time in this life. Many think the work of adjustment to change is nothing but a pain. But painful experiences do provide essential adaptive lessons that will work upon the next change/marker opportunity. The process of change can become either your valued-mentor-system or your most feared enemy. You *either choose to learn from pain*, or you become frustrated and angry at that pre-existing pain-system and choose to not learn. Markers you discover along your Path will attempt to wake you up for next turns in your road. Nature is persistent and predictable.

The prison system, jails, and spankings *don't train you for specific adaptive choices and actions,* they send you a categorical 'Don't' message, *without thinking or choice options*, to warn you that if you

chose that same, *uninformed path* again it will likely be just as bad or even worse for you. You can't win and will remain stuck at Don't. Learning must go beyond the categories of *Do and Don't*.

Markers ultimately prove their validity in this regard: the choice to learn is completely up to you. The choice of avoidance brings preventable, predictable, fixed shame. Yes, recommended: *Do choose* to learn, and *to leave* the Don't system with their vertically disrespectful, non-thinking, automatic punishments, which no one wants to provide. Yes, punishment is a job, but it isn't a fun job, unless you are a sadist. A tuned- in Self-management Practice is much more fun, but *you* must work that system, you must *get on that specific train*.

It's basic: either take ownership and enter the learning process - or remain ignorant, in active denial, for the rest of your life. You weren't ignorant before; you were simply uneducated. After reading this System thus far, you may choose ignorance and stay over on that side of the tracks. You will dutifully repeat marker-lessons without use of an active, adaptive Self-Management system. Remember: that intact, elemental Wisdom system often only drives one elemental choice, often experienced early in childhood: 1. live as robot in that extant, ignorant, categorical system plaguing all of humanity, or 2. *learn to evolve* with a process-system that will absolutely guarantee much less trouble if you work it. And don't forget: the energy for ongoing satisfaction with the reward of encouragement, as they say in AA: It only works if you work it. This bears repeating:

> You can't take ownership if you don't know what you own.
> *~ Charles Parker*

It's your choice: Choose the weak, categorical, and easily marked, ignorance of not-thinking - of black and white, Do or Don't - or the informed, *thinking life-choice process* of this proven [for over 2000 years] Wisdom System. Use your intelligence *for You*, not to wishfully grow your self-esteem by trying to beat the system. Yes, the 'Don't'- negative is the simple standard, because we humans, most often, are not trained for the alternative options associated with 'How:' the thinking process. We're still living today in that weak, primitive, passive, easy system of 'Don't.' On the other hand, the 'Do' is alive and built within the Wisdom system because it provides many personalized choice options that will, for a lifetime, encourage your decision-growth, your maturity, your example, your leadership, your valued, internally driven ownership for your own life. Don't is easy and often helpful, it just doesn't work as effectively as Do. 'Do' is discovered by knowing and working the Wisdom-System. 'Don't' is not-knowing the System – yet often shows how much you can't stand living within a more predictable structure that includes basic, applicable rules that work for life.

What most of us don't know is 'How' Change can teach improved life management skills – if you first choose to set your System, your learning process, to observe, discover, explore, and understand the personalized, built-in messages that automatically arise - based on your improving perspectives and ongoing choice practice. Learned change-lessons can then, over time with practice, build a Wisdom-Lesson practice System that you can find applications with inevitable next changes in your everyday world. Wisdom works better. Wisdom covers the details you thought you could ignore. Wisdom is more effective than innocence born from denial and ignorance. To ignore the Wisdom training-process only creates and encourages additional, compounded ignorance, both personal and global.

Details matter. As Ben Franklin pointed out: 'One nail' can provide a lifetime of improved maps.

Yes, this process starts as personal, but is also involved with our collective future as a species here on Earth. How you handle your ongoing learning opportunities sets a tone for all of us, and your family, and your team. Ignorance in these matters does affect all of us, because through the choice of denial and ignorance you are choosing to live as a cow or a fruit fly, not a human that can contribute to design our collective future. Learning through practicing a Wisdom Learning System will not only make you more effective at whatever you choose for your interesting mission as you grow forward. The time-benefit, the duration-value, of wisdom lessons will last a lifetime - for yourself and others. I've worked

extensively in the agrarian fields, face to face with cows; I don't want to live with them. Be smart, learn how to live, rather than die angry and uninformed.

It's also reassuring to know that Change is not a new set of problems for humanity. You are not a lab rat in a mysterious, nonsensical, modern, psych experiment. You can actively take charge of your own educational 'experimental' data-driven experiences, your self-management skills learned through your improved doing-choices.

Grow Your Wisdom System

We humans for millennia have used an extant, ancient, Wisdom Practice called philosophy. Thought leaders have used difficult changes as lessons and taught these management practices for thousands of years – but that lesson process has obviously fallen *out of a targeted practice - riddled with impediments* for several reasons:

1. Individual Intimidation regarding the How on application process, regarding the ominous, overbearing, big adaptive picture of our entire lifetimes – it requires a difficult big change in life-perspective – thinking more comprehensively and predictably about today and tomorrow,

2. The Mind Perspective - of our maladaptive processes today are automatically labelled as 'sickness'- a biological attribute which significantly misses the educational perspective of thinking, feeling and behavioral training,

3. Parental Political - many parents wish to *control* the process of 'Don't and Do' for their children – yes, it's helpful, but an insufficient training of a different, reductive, counterproductive sort, without structured options or objectives provided, and inadequate follow-up for Do ownership, autonomy, and effective practice.

4. Ignorance Driven Identity – proud entitlement, a denial-determinism always speaks for itself,

5. Curiosity – at first glance no clear value-benefit appears to result from correcting these several misperceptions, therefore no clear, targeted objectives or markers evolve for understanding process mastery, identity development and personal satisfaction – and no understanding of consequences for unimproved thinking [values improve through Practice], adaptation, and effectiveness,

6. Community Denial - regarding your/our inarguable, essential participation in the community, complexity and future of our species – cultural bias against autonomy and learning,

7. Leadership - both educational and national, that must set the architectural and cultural foundation for building an earlier onset for ownership Practice educationally with this Wisdom-Learning process, for all of us - including our children [these principles can be taught in pre-school – see documentation below],

8. The Past – your painful, maladaptive past should not solidify into an Identity handicap that can perpetuate into an ongoing painful future. Choosing to think is not weak, it's smart, and vaporizes worries through improved skills, and heals through understanding those working lessons,

9. Group Bias – your professional colleagues at any level may hate this System as they collectively suffer the same perspective challenges, and their rage at change and irresponsibility is familiar territory – control appears easier than the unknown of trust and ownership – and *control choices* often argue with humility – consider the acceptance of autocracy,

10. Substances Calling – kill the pain of confusion by watering it with weed, alcohol, benzos, opiates. When you kill the pain with dope you turn off your future by turning off the lights within your thinking switch. The drugs and dealers say, "not a problem," but without a cognitive future you're in your own locked up confinement as long as you live – stuck in developmental arrest to avoid thinking, ownership, and self-management. Using substances is an active choice to remain passive with multiple futures, yours and others. You're a willing customer of an expensive developmental arrest.

11. Work: Practice & Mastery Require Thinking and Practice – not only improving your initial perspective and perceptions - but pays significant dividends with improved self-management systems over time.

Practice Grows Workable Value Tools

Effective, adaptive, adjustment to change teaches us who we are: How, What, and Why for a lifetime of decisions. It works, is training, and builds reassurance. Change provides an essential, necessary adjustment through informed preparation, for any of our next informed actions. If we don't use these interesting tools, it's like going on a lifetime of trips without a basic map, not knowing where we're going, not knowing how to stay out of trouble, of not knowing how to get out of trouble, not knowing how to live adaptively to correct ourselves on an *internal level*.

By default, we *leave that valuable process outside*, and instead make a silent choice to deny the daily relevance and opportunities within a learning, self-management process. That perpetually repeated, universal, passive, 'unthinking' alternative results in living many lives without any plans, awash in otherwise unpleasant, reactive, repeated, predictable surprises that we could have easily chosen to avoid through informed experience.

Humanity would live better in 'Do' - but unfortunately, we passively, collectively, 'Don't' know what to 'Do,' - so we remain stuck in that 'Don't.' Don't is: 'Don't think' and 'Don't do.'

Our problem with the *experience of Change* is not so much dancing around the *predictable outcome of pain*, as it is ***not*** *learning from the experience* – resentfully not learning *improved strategies* to *insightfully* both *predict and manage* next events. Instead, a simpler, easier solution often seductively appears: An outside Thing/Person/Gratification will help me feel better - because the inside process is just too confusing. Missed learning experiences and marker-awareness opportunities result in *ineffective target recognition* [focused on the 'Whats' – What I want from the outside] that will make me *feel/appear better*, *powerful, accomplished inside*], and yet, most uninformed Things remain short-lived, often create repetitive, boring maladaptive responses [How failures], again. On the other hand, learned wisdom/thinking, 'How' and 'Do' systems, provide *utilitarian options and rewards* for the countless problems created by the process of remaining asleep within the maladaptive process of automatic, unthinking-living, in the regressive, static denial-state typified by the illusion-of-thinking. Thinking about 'What' is helpful, but more limited, it doesn't tell us the next 'How.' A maladaptive marker emphatically points the way. When that marker is corrected through an insightful How process, it affirms correction succeeded by a combination of improved thinking outcomes, combined with a more appropriate set of learned, targeted, timed, choices of action – Doings.

Doing well puts us even further into the affirmative, effective management of our mind.

Thinking maladaptively without a Wisdom System will result in the self-assessment of "I wasn't thinking" – even though you did consider some solution objectives. Wisdom, instead, creates customized, insightful, effective, systemic, *enduring reactions* that *do work*. *Not using Wisdom principles* invites repeated, embarrassing failures through avoiding the imperative learning details that are *always* served fresh and hot on the tables of circumstance. Automatic thinking habits – of, for example: option-denial and bias - do not create growth, but stasis, boredom and 'sickness' – and yet can't be effectively treated with medication alone.

Yes, maladaptive thinking can result, for example, from ADHD/executive function challenges, dopamine, pre-cortical, biological challenges, but, when corrected, dopamine correction alone *does not itself provide* the coalescent essential *tested options* that involve the complexity of thing through and understanding consequences of reality interventions in that moment – and that have repeatedly proven effective for humanity for millennia. Dopamine *can help* with a fixed inability to choose effectively, but it may not help with values, character, and a meaningful identity.

'Stasis' is stuck in time. Stasis without How, with no directional choice-options, is frustrating and repeatedly eats away at your self-esteem. We all know if we're repeating the same maladaptive mistakes. Our next, most true choice to grow *our only Self* is to tighten up and correct the now-obvious maladaptive patterns as they arise to reach our ownership through accountable awareness.

On the other hand, Wisdom-Practice *does create growth* through the regular applications of timely, concomitant, improved self-mastery through *understanding and correcting* your newly customized, demanding, Change experiences – that live within the complexities of both before and after. Learning and practice through our time are much more fun and satisfying than boring and stuck.

Stuckness can drive learning like a molten rod through any denial-fog. Learning creates contribution and growth, while stasis serves to encourage entropy, deterioration, and the ubiquitous, rusty Markers that perpetually arise like weedy seeds in the fields of natural rot and boredom.

Time and change do move on *around us*, but if *you are not inwardly synchronizing to move effectively forward* – and your focus remains defensively outside, your Awareness-Self becomes bored and apprehensive because you have no target recognition practice there – and have preconsciously come to recognize the fact that you truly Don't Know your inside working Self.

Your Identity becomes: 'Don't know' - among other derogatory epithets.

On a more reassuring note, you can't shoot at what you can't see. And 'seeing' is not a dream, not imaginary – it rises into your informed face within a cloud of more clearly witnessed reality, that *you will absolutely feel significant discomfort from the predictable, measurable negative consequences* of maladaptive behavior in multiple ways - after you wake up to this inner, natural process.

> No man ever steps in the same river twice,
> for it's not the same river and he's not the same man.
> *Heraclitus, ~500BC*

Heraclitus reported these issues more than 2500 years ago as he encouraged a rather optimistic, learning, indeed quasi-scientific, perspective built within his important observation about time, change, and process. Here Heraclitus tells us to wake up to the Wisdom-System.

To his important remark I can today seriously respond in full agreement with Heraclitus through an additional, important contextual observation I know he also already considered then: "Yes, but…remember this: most often we are asleep, and we *don't know how-to-use-change-to-learn*." If we first accept the fact that that we are sleeping, and not awake to the learning process that we don't know, we're building a solid foundation for knowing our more adaptive next learning experience.

And, moreover, internal awareness of change assessment is "out" - not remotely the standard - because we are all set to automatically diminish both the effect of that ignorance and the associated lifelong consequences – and often start by excessively simplifying [reducing through denial] the obvious built-in complexity. The next obvious additional choice to tag change in our worlds, labels, create a misleading imperception of security, accuracy and accomplishment that leads to whimsy and guesswork with the untrained-in-process-standards used by many. Labels name the file while automatically remaining silent about the contents of the file. "For want of a nail…"

The result of this 'standardized' reductive label-process in mind science is the pervasive patient stigma through the associated diminished attention to the actual *process* of psychiatric care.

Today we remain stuck in a representational quagmire, looking for easy answers. We muck through inadequate labels that don't provide sufficient tools to answer more complex solutions. And, as previously noted, the patient - the person responsible for their actions - does not develop effective behavioral guardrails because self-management tools have been overlooked as imperative teammates in their own recovery process – because they don't know How. Education matters.

Natural change *is inevitable*, but *human change*, over time, *most often* responds to the *other,* the *opposite way* – refusal, denial, anger, reticence, avoidance, and punishment – proven repeatedly to

show marginal effectiveness, because those consequences are from vertical external sources instead of internal learning awareness. It's just too much.

We humans are creatures of the easy habit of not-thinking - like cows herding into the routine barn in the evening for milking. These agrarian thinking patterns too often remain predominantly focused on change-avoidance, feeding, and not learning. So many of us *don't make the effort to think about change*, and don't want to *discover*, to *adapt* - to *change ourselves* – to investigate, grow, and improve both our perceptual and decision tools over time. We run the other way. Education for these routine foundational issues is not present within the current 'standard of practice,' clinical discussions or coursework. We all participate in the useful practice of sewing wounds but have decided that a careful dressing for the wounds is overkill – leaving patients with multiple untrained, unseen attendant vulnerabilities regarding understanding, target definition, contexts, compliance, reportage, and skillful self-management learning. It's redundant but true: complexity is complex. Labels work as starting blocks to set the beginnings of the race. But that 440-yard race around the track is not sufficient preparation for that third corner when the other team tries to cut inside. The race is a *process, timed* with sections, it's not just a start and finish process.

Through that characteristic passivity regarding the learning elements necessary for all of us in the human community, and the overt denial of the necessity for ownership training and practice on multiple levels, millions have died in World Wars when the leadership regressed to reductive labels and extermination practices while the populace enthusiastically, powerfully agreed – because they uniformly accepted the limited perspectives of those reductionistic labels, the blame, and the maladaptive actions [yes, repeatedly manifested publicly even today]. The manifest projection-denial: "Our problems are different, and those differences require more thinking, so I can either deny, blame or remove this new, introduced complexity to lighten the burden of complexity already living here in my neighborhood." Consider: Thousands of dead civilians - Israel & Palestine.

The passive, unthinking herd-populace then stampedes at the call for guidance/solutions from a powerful external Master, because internal thinking is too burdensome without a personal, fully internalized, pre-existing values-driven-System. Furthermore, even if I worked to manage such an independent thinking system, he, the 'Boss,' would not approve. For reasons of personal safety, I likely would maladaptively choose to live silently within the club's reductive label-belief-perspective. I won't be the first to choose safety over danger.

Fear and denial regarding the learning opportunities that live within natural Change often drive regressive, primitive, reductive, survival thinking as the next reactive detail, even before that next metaphoric surprise-lion quickly leaps unpredictably out from the brush. Reductive thinking by the extensive denial-populace can conceptually reconfigure unfamiliar tribes, nations, races, foreign, *other-humans*, as parasitic vermin to be removed because they have no elemental tools for comprehension. "They don't know, so let's keep it that way."

Then the unthinking, reductive, frightened body/tribe/herd can stampede safely 'forward' without additional thinking, without personal ownership, *because they have now been told what to do, they* don't think *the next, timely, unwelcome thought that: they* must *process* the entire complexity solution. But they don't have the adaptive tools, no matter how smart they are. In fact, as we have repeatedly witnessed in professional circles, intelligence and articulate language can lead the uninformed right into the toilet when the population is in a no-tools, no-think, reductive mode with comprehensive reality solutions to endure over time.

On the other hand, effective training diminishes acceptance of an autocratic solution, because insightful options beg for adaptive application.

This frightened, pervasively maladaptive misperception of changing reality, when associated with an authoritarian, all-knowing-denial perspective, is antique news in human behaviors, with a documented history of millions of war dead *for centuries* - for no utilitarian reason other than beliefs

without internal guardrails. No data, no evidence, just herd labels. When applied, less inclusive, reductive perspective with fewer variables, based on emotions and belief - not data - of reframed 'safety requirements' arises within a more predictable natural world of characteristic complexity. Dogmatic, reductive 'leaders' do not well-correlate with the combined additional efforts needed for objective, coalescent, autonomous, personal thinking, evolution, and subsequent emotional effort required for adjustment. Fear is a reductive adolescent driver, and an attendant impatience born from not-knowing. The unthinking, untrained, biased, populace fearfully and deeply, desires to not-think.

Your personal Thinking-System may *not wish to join* the uninformed herd with your mapping and accountability system. The less troublesome, less-effort-thinking-process of removing those differences through denial simplifies the dangerous [for the autocrat] reality of any disagreements-in-His-process.

Murder, both national and domestic, is a predictable defense against any hinted perceptual inference of stupidity, passivity, or 'maladaptive' identity. Just simplify the denial and cull the herd. Feed them to the ravens. The undercurrent of authoritarian, vertical, controlled thought is "I own this; therefore, I demand respect, and, more than that, claim control and supervisory choices over you." The preeminent value, in this reframe, is both content and process: things rule and disrespect wins - replacing that intimidating [for Him] intellectual complexity of the natural 'choice process.' The populace chooses their own values instead of His.

As a further insult to identity-practice, authoritarian politicians overtly *discourage thinking*, disdain natural change, and jail strong alternative ideas – it's part of their power, their Me-program. Vote for me, I killed thinking for both of us. Dogmatic polemics can only reside within the Boss-approval system. To their inadequate minds alternative thinking serves as an insult to their shaky poser-authority - instead of providing additional information that may enhance a more comprehensive, more utilitarian foundation. Risks regarding internal, individual, personalized, thinking work becomes a greater danger for weak leaders - than the risk associated with herd submission and passivity from their perspective, beyond their perceived inadequacy present in every populace mind. "I am smart and powerful – you, you idiot, are stupid." Sound familiar? Lost, then, as followers without maps, life becomes a perpetual prison with no perceived escape route – so why not end it – one way or another? "It's me, or you, or this crazy system. No guardrails for me, no growth future, I'm out." Suicide, also maladaptively and permanently, erases the infuriating frustration of no Path, no ownership, no answers, no Self. Done.

In fact, too often, we humans don't change, refuse to change, and simply can't orchestrate adaptive change because we *don't know, own or use the tools* for effective, cognitive, choice-adaptation options. Humans in the herd prefer to remain herd bound, the easy out: to avoid change; and then work to remain the same - to not think. In our DNA for millennia, we have instinctively sought the apparent safety of *control, fixation, and denial*. Don't bring in a new idea! We think it's safer to remain innocent and accepted within the denial-herd-club, until we hit the next painful lesson opportunity – which often arrives in a surprise-pile on our doorstep through our fruitless attempts of dancing away through control, avoidance, and intentionally not-thinking. "In the meantime, I now belong to a denial-group, and that belonging solves my Identity problem." But that stinking problem just sits there in a steaming mess - and ages - there on our various doorsteps. We, instead, choose to seek *control* through a serious, thoughtful effort to *avoid change* and to firm up our defensive plans to *prevent* the surprises of the next, unexpected, Change with its unannounced benefit of possible lessons. Let's herd us up for the next barbeque.

"Don't go outside! Don't look! Don't see!" Instead, we dig in here and hide, pretend to ourselves it isn't there and doesn't smell. We don't have the tools, so we easily submit to someone who does announce an opinion-solution which involves, indeed includes, and often demands, our passivity-acquiescent participation through this 'special' outcome. We hunker down, and remain the same – in a static, *uninformed*, bored perspective – repeatedly playing solitaire as immature children living in the basement of Time - our only enduring possession, because we have decided not to learn to grow up.

And remember - age, titles or degrees do not effectively mark maturity. They are not measures of process skills, because those process skills aren't part of our current 'things' program. But living within those next surprise events are enduring, valuable, essential lessons for our development as a species.

"But, as for me: I'll just stay obviously irresponsible so no one will expect informed, ownership behaviors – and ask me to take informed leadership in any context. I know I don't know – so I will hide in my head."

From a developmental perspective, starting to learn Wisdom early in childhood is considerably more fun, as well as significantly reassuring. A wisdom practice begun in youth is much more satisfying as improvements in perception and choice-practice continue to evolve with different experiences over time. *Patterns of change-adjustment do repeat predictably* for each lifetime to provide a systemic understanding, a grid for less disordered thinking. If we miss an opportunity, we can always expect another Marker on the Path to offer another, similar, growth option. Each correction is a helpful preparation for the next experience. In the game it's important to risk taking shots. But remember: this Practice *does not* make 'perfect' automatic – because life's next seconds can drop another maladaptive stink bomb. There is no perfection in solution choices, there is only the lingering, recurring daily opportunities for systematically growing our more predictable, already proven, *adaptive process*.

Perfection is not natural – it's about control. Mastery practice does evolve – it's about learning. "It works if you work it." When used consistently it's encouraging to note that an informed Practice *does improve our Change-game* by creating a more automatic, pro-active thinking and planning system. We work with both our Now Moments, and throughout our Enduring Time, instead of mindlessly defaulting to denial and apprehension. Practice improves our success rate, just as it does in basketball, with life-mastery, improved shots, and an improved score.

We can become our own coach, if we can only learn *how to listen* to him/or her. Even though some shots miss, we can still call the fouls, and we can learn through growing the competent ownership of our process through synchronized, accountable, adaptive self-management within the Practice of our growing Wisdom System.

The Same Process with Nations

Consider for a moment the pervasive additional example of globally avoidant anti-science with the advent of COVID – at the highest levels of political power. That uninformed political avoidant choice: "I'd rather be bored, stuck, and ignorant than worried about death – I will resort to my old anti-science coping-friend, denial." Note well: "worried" is a maladaptive opportunity Marker to grow a constructive thinking process. 'Worried' fertilizes weeds like 'Bored,' with the solution/answers unavailable – there on the other side of the door called Effective Choice-Options. Weakness and fear live in the *denial of process* within the stuck and limited label-perspective, right/wrong of stuck-anti-process-science-denial. In the cave complexity is euthanized. It's just easier to Don't - not think. You can't *own and build a Do* if you are constantly calling yourself names and only thinking escape – 'Don't.'

Do adds value – Don't halts understanding and growth. Do is connecting and informative. - Don't is disconnected. Do requires value thinking and priority assessments. Don't is fixed in time to disrespectfully diminish the complexity of both the moment and the future - and requires no adaptive thought – creating an uninformed, maladaptive, non-learning process ineffectively replaced by valued, but illusory, things. Things, like a thing-lure for a fish, appear to indicate Mastery for the ignorant. Do is respectful and humble because you understand, grow through your own experience within the pervasive problems attendant to the ongoing dance of change. Things fool fish, and often do work for human objectives. *Chasing things while avoiding an instructive process* is a Marker for developmental arrest. Too often things are fish-thought.

The most valued support for control-oriented authoritarian nation-leaders is a population that is uneducated and seeks the passivity and innocent-child protection of an inflated maladaptive 'parent'

who poses through his own personal fears as a bully who will force the outside [imperfect/weak] world to submit to *his* personal, pseudo-perfect perspective of 'My How,' rather than each person finding their own, and doing the work for themselves and their loved ones. Autonomy will breed unrest. Evil [maladaption] is repeatedly attributed to the outside. Power, Protection, and Perfection all appear possible through combined submission and System ignorance.

Their espoused 'protection from maladaptive others' is their safety from facing and thinking about their own ownership work through the process of 'self-management of their own, their personal, even private, potentially informative, maladaptive process.' Supportive affirmations occur through *their owned learning experience within the process of working through to resolution identified, internal*, problem/solution challenges.

And, if we choose that fixed, frozen vertical outcome by failing to make the individual effort to seek to personally improve, to grow our perspective and perceptions, we remain perpetually locked in time denial, in maladaptive primitive thinking, increasingly worried - because without taking ownership of our lives, we passively remain stuck down there in the basement, inside our ignorance, silently worrying, and awaiting the next tragedy. There we live within the uninformed herd, seeking to only think about migration to the next free meal as we fall off the cliff.

Values-thinking requires a larger landscape of choices, both regarding *things* and *adaptive actions.*

Ignorance regarding an adaptive process is directly associated with increased learning needs.

Instead, we defensively seek to fix our struggling identity through the control of *external* things – others, *not* ourselves. Consequently, we auto-repeat our programmed maladaptive adjustments, and avoid adaptive, internally valued ownership through data-driven science with more predictable, active, growth, preventative, *internal* adjustment strategies. Without targeting and owning an effective diagnostic system and a personal corrective strategy, adaptive change options remain a dark mystery. Perceptions remain closed and limited. Effective options are not on the table. Disorder, ignorance, and labels rule.

This is your elemental choice to make. You must change your Self through these tools of informed self-management - or instead live within the ignorance of Don't.

Designing a How Solution

An undeniable, additional, fundamental contribution that *encourages our choice* to *not think* about the need to responsibly address our maladaptive coping strategies; no structure - *we are not taught how*. That oversight is completely understandable because it requires more personalized work and individual practice. The teaching for this work requires both concept targets and practice objectives – what and how. Why is obvious. If you missed that point, please simply reread the first several pages. Why is Who you want to be. To answer why involves your lifelong Identity. Think about it. Are you worth your time?

The choice is painfully simple: a. *maladaptive ignorance* or b. an *informed adaptive less troubled learn-to-grow-process-practice* that is never boring. Even as a child, your parents cannot do this for you. To grow your life, even early on, it's up to you to take ownership for a. learning how your life works, and b. working it.

After taking ownership for you, next is the expanded Big Picture for family and others - humanity: Global education regarding these matters is an immediate imperative and almost completely overlooked – just listen to any news using this different, more informed perspective as a viewfinder, and you will quickly awaken to witness these maladaptive horrors of documented fears selling abundant ad-time on national television. We humans are repeatedly looking and listening for *easy answers from someone else.* In fear, without directions, we seek regressive answers to discover ways to be taken care of. So, we listen with more enthusiasm for quick answers founded on speculation, promises and beliefs, not hard

data. Instead, with obviously ineffective attention, our questions live on, and beg for attention deep within our untrained insides, during our alone moments. Strength seeks data driven answers through a structured approach documented for more than 3000 years. Ignorance will not follow a workable map.

And to make the perplexity of this provocative, global situation even more compelling, the answers don't require a PhD, but an elemental curiosity and understanding at the level of basic math used every day in the grocery store. Our adaptive thinking process, humankind's best tools for choices within a safety-learning experience – and the affirmative development of global humanity – do join with you to also remain inexcusably overlooked in our entire educational process globally, even paradoxically throughout graduate medical training. No blame here, just setting up targets for solutions-practice.

Noteworthy is the rather obvious fact that we are not taught the 'How' of evolved thinking and practice at any level in our educational process for many reasons – including more work for teaching staff to themselves learn and practice. As a result, and even more paradoxically, adaptive thinking remains consistently overlooked, indeed *completely unexamined* by most working in the field of mental health where 'sickness' is instead the focus and ownership for useful *training and decisive mind-wellness* options remains remote, or deferred to 'coaching,' at best. However, learning How to use these Wisdom Tools is a predictable, adaptive way out of the reductive, simplistic 'sickness' perspective – and fasten your seat belt, – should begin, as it did in ancient times, in early schooling – in my own opinion even in kindergarten – yes, of course, with parents taught and involved.

Target Definition – Evolved Team Play

How to think is the obvious overlooked target. 'How' is a *process* – 'What' is instead time-bound content thing – a series of 'things' we are tested on throughout graduate school. Our adaptive thinking process, humankind's best *tools for adaptive choices* within a safety-learning experience - and the affirmative development of global humanity – do remain *inexcusably overlooked* within our entire educational process globally, even throughout graduate training. We are not taught mastery for the omnipresent/every day, 'Life-How' *at any level* in our educational process. As a result, and even more paradoxically, Adaptive Thinking remains consistently overlooked for essential training or as an imperative life-tool, and wellness skills are, even more paradoxically, almost completely *unexamined or considered by most working in the field of mental health education*.

But consider this: what we don't know *can hurt us, as patients and providers.* You do already know that.

While target identification and neuroscience attention to learn specific details about the 'sickness targets,' provide inarguable essential data points in medicine, yet informed target objectives significantly do ignore reasonable, *targeted ownership and mutual practice* for the useful training of decisive *mind-wellness-process team choices.* The emphasis is, understandably again, on the wrong syllable. Our informed practice in 2023 is decidedly vertical with considerable hints of patient disrespect because we don't help patients partner for our process of working together. Their reflective, informative, internal assessments often don't live as standards within the process of informed mental health care. Thousands of second opinions define that next objective of patient feedback ownership. Instead, many are thereby default-trained for passivity and ignorance.

The dogmatic, uninformed orthodoxy that encourages patient passivity is silently assumed by everyone in most contemporary medical interventions. This pervasive maladaptive communication landscape unfairly loads the entire management skill set for every medical or personal complaint on to the shoulders of every concerned medical practitioner or provider from physician's assistants to nurses, to the Chairman of every medical department. Yes, the undeniable consequence of any medical blame is directly, *inarguably encouraged* by that specific imbalance of perceived ownership. But that is not the point with these observations. Blame-defensiveness is not my point. In fact, blame on any level is not at

all my objective, either giving or receiving, because it is excruciatingly pointless and counterproductive. Responsibility is an odd, mysterious animal with many heads.

Much more fundamentally important today, is the markedly, by default, significantly diminished responsibility of each patient to know the treatment targets, to prepare and report responsibly, and to participate effectively in their own care with informed reportage, self-management and understood accuracy. Patient passivity is pandemic. Patients need more help with target definition and target objectives for improved feedback - both of which take more time. Identification of an ongoing problem is not to find fault but mutually identify solutions.

The passivity and guesswork that predictably results in this unbalanced lack of teamwork impairs both patients and professionals and reaches specifically into the offices of psychiatric care. I regularly witness the fact that even a six-year-old child loves the respect that arises from a directed series of questions regarding their personal observation and suggestions about either treatment progress or inaccuracy. They love that process-participation and training. They love the respect attendant to careful listening. And that element of operational provider humility is always instructive on several levels beyond the 'sickness-target' model of our working partnership. Often useful additional information from that six-year-old can tie more than one knot for all of us in the room. The respected child is learning to observe, think, report, and recommend. Ownership builds autonomy, integrity, maturity, and significantly helpful target clarity.

The current imbalanced, unilateral sick-emphasis, even though understandingly appropriate in some respects, creates a vertical, paternalistic, somewhat disrespectful, certainly inadequate, perspective on the healing process - as it specifically overlooks the imperatives of active, informed, patient self-management to more effectively grow their communication accuracy and effectiveness in any medical treatment partnership.

From a different perspective, learning 'How' to use these Wisdom Tools provides a predictable, adaptive, enduring, more comprehensive way out of the reductive, inadequate, simplistic 'sickness' perspective. Yes, 'What' sickness labels may hint at some proactive target practices regarding 'How' - but 'What' does not actually tell us '*How' to take personal ownership for our lessons - and how to move forward* for that next step. 'What' often leaves an unspoken stand-alone stain – it does contribute stigma and confusion that adds to developmental arrest in our ownership for our own decisive activity of advancing improved self-development. 'What' does not endure. 'How' does endure. 'What' carries hidden disrespectful attributes to the growing complexity of informed humanity within medical care partnerships.

What is not How. How involves the process of change through time, within the entire context complexity of life, people, friends, teams – it seems deep but it's common denominator-basic once we get started by listening to our Self. Encouraging this training for patients has meant much more productive medical care in my offices for years, and that part of the process is helpful – but not as helpful as the patient growth of their own ownership for their progress during care, and the courage, self-esteem that develops from that repeated set of medical learning experiences in our offices.

How lessons both apply and endure in time far beyond a moment of medical intervention – and yet that advanced medical perspective is an imperative place to start the conversation, because over here in medicine we can make the same regrettably limited assumptions about target identification and practice. Labels that drive our questions and treatment objectives don't adequately address the entire complexity of each different human mind. The patient's input is uniquely imperative in mind-science-work to evolve the most attendant, most customized and personalized care with every patient.

Accurate, owned feedback encourages more precision, more predictable choices, more predictable outcomes. Today our standards require more precise information to answer the remarkable advances in science witnessed every day in our offices.

Things, Process and Time

This brief introductory review provides an inadequate shadow for the recognition of the importance of knowing the essential larger picture of adaptive next steps in relationships, learning, family and teams. Good data matters. As you well know, your Things are not Who you are. But so many of us, without understanding our Why, our Who, or our How do automatically value, for ourselves and others, the more *tangible, seen* Things – things that exhibit some value for us and others who may be watching.

Yes, 'seen' is helpful, but in mental health we must evolve team participation for a more precise evolution of informed treatment strategies regarding the mind-invisible.

Learning activities through How ownership and maintenance provide enduring value, based on the built-in principle of more accountable self-repair. 'What's' are passively frozen in their time – set on an entropic false dichotomy track that only we providers can understand and fix. How interventions provide an immediacy to our learning because one can quickly see the inadequacy, the error of an imprecise choice. How is responsibly alive and an inside that learning partner across the room. 'What' needs outside recognition and regular resuscitation. Inside ownership builds self-management growth, while unspoken passivity does require the effort of an attentive fix from outside, from someone else.

Medicine is a team game. Time and process require finely tuned synchronistic interventions.

Limited as we humans are by our various perspectives regarding history, we overvalue What, because we don't know - haven't been taught – the learning value of How. And furthermore, our What-wishes reveal an obvious Marker for our developmental arrest. Putin is stuck in an Identity quagmire, thinking he'll be remembered for keeping his What - the Ukraine - even while killing its defenseless citizens. His thinking is limited by this What, because he has never learned or practiced the enduring inarguable How – that supersedes war as an essential tool in life. A reductive What is not Who you are in Time - but he thinks it is. The memory of his choices will devalue him over time within a more comprehensive perspective.

Yes, Things are fun, but you intuitively know they are not You. Your Identity, your humanity, your tour on this Earth will not be remembered only through the Things left in your will, but by your contribution to the values-thinking, choice-making, self-management tools and principles you modeled and taught during your stay here.

The alternative good news: a self-accountable learning practice will put reasonable concerns squarely in your lap for each careful review and disposition. It's not that difficult if you learn the process, and then also internalize, through practice, a few elementary search tools. With a telescopic landscape understanding and the internal vision of a microscopic mind, you can plan your contemporary Path forward. The solutions are right there if you know where to look, and more importantly, the process of How to look, measure, and choose is a partnership process. Your Path is a developmental process, not a thing.

How Matters for Our Time

How to think is overlooked. 'How' is a time-lapse *process* – 'What' is instead time-bound[1] [see the Korzybski video playlist below] content – is a thing. 'What' labels may hint at 'how.' But 'What' does not tell us '*How' to move forward* in process for that next step – and it leaves a stain – it does contribute stigma and confusion that adds to further developmental arrest in our ownership for our next necessary steps to achieve decisive self-development. We know things, but we don't know how to grow our lives with them. Semantic insights create Paths with Markers. Paths take us to different territories. Identified Markers provide alerts along the Way.

How-thinking does create a secondary problem. It's no mystery - fear of change is the hacker culprit that drives thoughtless, impulsive, emotionally based defensive shielding and creates

maladaptive developmental arrest. New ownership perspectives, no matter how they enter our awareness, often create unpredictable irritation, even overt anger, because of the effort necessary with implicit changes required for our habitual, defensive, unexamined thinking patterns. Thinking is a problem without a travel system – things go nowhere – a How-plan both maps and teaches, along the Way each day.

Passivity and ignorance don't work. Today new data encourages more trained, horizontal *ownership for new, responsible resolution practices*. New data challenges more than traditional beliefs, however – it also challenges the stuck, regressive safety-authority that directly results from an innocence regarding the new How of adaptive change possibilities. 'Whats' provide little or no directions regarding clear objectives, identifiable Markers, opportunities for complaints, candor about compliance, helpful observations regarding details that may go overlooked.

Too often fear and irritated resistance with subsequent refusal fuel the automatic lock-step ritualistic, imperious How questions and nodding from other uninformed audience responses. Think of the anti-science truckers' example that blocked the US-Canada border with their effort to control masking and vaccination initiatives. The truckers believe that COVID exists in an authoritarian imagination and entered the spectrum of invisible, authoritarian, safety illusions and their-not-me make-believe. The body bags come out the back of the hospital and the victims are buried beyond the public perceptions. Denial is both encouraged and a result fed by inaccurate groupthink biased perspectives and misperceptions.

Remember this; no one rioted on vaccinations for the eradication of smallpox. You could *see* the puss, the boils, and consequent death firsthand. The affirmative perception for that deadly intrusion was the fact that *one could see the lesion-lessons.* On the other hand, doubt arises from political stupidity, groupthink, and overt speculations about the reality of unseen viral pathology – and the unpleasant effort needed for a change in *belief systems*. Interestingly in this example, death is not yet data.

Fear of change does present a static, working, Self-Management problem, and often also requires a disconcerting, often frightening, but courageous different activity: a medical response process. Medicine is too often practiced and understood as a vertical-passive management system: see the doctor, they will fix me. Self-management anger and mayhem demonstrate the misinformation, beliefs, groupthink fear, and need for safety to hide from the imagined medical-scientist-politician-parent-perpetrator that they *perceive* in their innocence [limited perspective] as too-controlling. Oddly, that groupthink fear can and does elect presidents in agreement. "Once elected they will tell us what to do – we won't have to think. I don't *know*, so I need someone who offers to take care of me. He acts like he's right." Bear in mind these are not COVID remarks, but reportage regarding considerable experience with the human condition facing possible death. Fear drives reductive, defensive, guesstimates.

Paradoxically, the maladaptive thinking process arises in three ways: 1. Denial and not-thinking sufficiently – bias and ignorance, and 2. Fear, anxiety and repetitively, counterproductively over-thinking, far too much, 3. Familiar Habit - seen so often in the context of not using an adaptive thinking-system, a Wisdom System.

Our freshened thinking system needs a courageously improved self-awareness system to consider and treat the most subtle, underlying causes.

Mission Reframe: Think of 'Transitions' as 'Opportunity Markers'

Changing realities, transitions in Time, place, and person, do require answers that most often encourage a personalized, *internal system* of informed, *corrective, self-management actions*. When changes do occur your next, ubiquitous, necessary, ownership question to your Self is: "So what *do I do* now?" Your subsequent *actions* reveal your underlying change-preparation system [if one exists] because those responsive actions will hopefully demonstrate your capacity for synchronized, *adaptive* self-management. Not-knowing a *wisdom-process-system* builds shame, frustration, and frozen thinking,

because too few possible options often remain divorced from a coalescent Wisdom-action-choice hierarchy or plan. Without maps you are living just like any of the rest of us: you are lost. The disappointing and dangerous outcome of these issues is that new choices, new opportunities for safety, automatically argue with biased, *fear-based beliefs* and new, well-informed options therefore may simply disappear in the vapors of Time.

For example, consider the current pervasive stigma associated with seeing a mental health professional for any reason. Seeing a therapist explicitly implies, indeed announces, that you are 'sick,' and don't have your own answers. Dogma and control issues remain at play in mental health inquiries, as a direct result of reductionistic label-thinking with a diffusion of stigmatized, amorphous, sickness-diagnostic targets that often remain mysterious for patients who are *also, at the most elementary level, not adequately informed*. Seeing a therapist can *look* foolish, and many imply that the therapist option is a foolish choice – thus the stigma. Seeing a therapist is also associated with the concept of "sick," rather than addressing the ownership necessary for a different, more accurate, more workable perception of: "maladaptive" – short for 'it just doesn't work that way.' It's a failure of choice *and action*, not a failure of diagnosis. Your targeted choice-process that led to that outcome, adaptive or maladaptive, can – should - become your most trusted mentor.

Evaluate the choice you made – success or failure - it must become instructive. In your lifetime it will, more likely than not, appear in your life again. Learning, just as in the first grade, will prepare you for your next shot at the same topic. Be prepared by preparing.

What causes your characteristic *change*-anxiety? It's not complicated. You're facing the unknown. The main characteristic of unknown is – no plan, therefore no preparedness. Learning requires more thinking work, and a possible preparation, a life adjustment with the most difficult, most personal change: a likely change to your Identity – your behavioral brand, your worldview, your internal values, your branded behaviors, because your practice is – Who you are. This Practice endures as elemental.

Your choices and actions – what you choose to *Do* or *Not Do - your How* - is your *Who – Identity.*

A key next question: are you "sick" or instead suffering with insufficient, maladaptive, information and experience? Yes, misinformation *can create an appearance of 'sickness,'* but misinformation without a plan is, again, not sick - on an elemental level. It's more basic: rule out *uninformed.* The longer one practices not-thinking supports that perspective, and increases the feelings of alone, anxious, confused, and unhappy. Not knowing, as you well know, is, in the end, maladaptive. Don't is not Do. Do is Path, Growth and Choice. Don't is simply stop. Maladaptation can arise from either biologically based issues, from psychological conflicts, or from educational deficits. If you *feel bad*, remain in *conflict*, or simply *don't know how* to create options for significant alternatives, each of these causal contributions can arrest the development of your coping strategies that work. Depression, anxiety, substance abuse, many symptoms can connect with each of these handicaps.

Change always requires additional thinking, and it's a process that's necessarily with us in the next requirement for always learning, and always next choosing adaptive behavioral responses for both immediate preparations and informed, timely, appropriate, and adaptive consequential actions for any endurance objective. Without learning informed, enduring improvements throughout childhood you, as all of us, are more likely to retain over time *your regressed, limited, childhood perspective, your child-identity*. In today's world that outdated child-identity, if not first educated and developed with an improved, practiced, internal self-management system, will remain weak with childlike perceptions and reactions, limited or no choice options, and limited behavioral objectives. It will show up automatically in embarrassing ways.

On the other hand, if you learn to grow your Identity in this Wisdom Process System you will be strong, become more confident, more predictable, have improved self-esteem, and will be admired by your peers at every level – except those that don't understand you anyway. Who you are may modify and improve your reactions, and your freshly learned reactions may require more explanations. Your

changes might require, in addition, your thoughtful understanding for *why*, and if that explanation is nowhere to be found you will look even more ineffective. You may look like you don't know what you're doing. Instead, your challenge is to prepare, knowing your *why* details, but more importantly knowing your Self – your who, your values, indeed your Identity. Reason rules. And if you don't know, practice asking. 'Why' answers directly connect with informed choices – and 'Why' will, often surprisingly appear in the answers. Own that you're thinking.

Through education and practice your internal accountability system for improved self-management will remain alert to improved perceptions, thoughts, and informed actions every day.

Identity Reframe: Our Most Important Denial

Change can then, in this reframed process, become an answer - even several answers – instead of a problem. Change becomes your built-in colleague, a *marker opportunity* for finding your Self – your next answers, your next appropriate actions, and your evolving Identity. Quite paradoxically, we most often repeatedly, unwittingly, protect ourselves against growing and improving our ineffective, unknowing, Identity – our Self – the part of our person that most needs our attention to grow in our lifetime. We too often refuse that work because we don't have even a hint of a built-in system or learning structure to understand the valued application of a learning system for ourselves, much less anyone else. It's like learning to swim. In water you're working in a new environment and do need different strokes. Take your time, and read some of the books here, as many of them make similar recommendations for useful additional process perspectives that will add to your progress.

Yes, a wisdom ownership system does drive us to more precise, comprehensive growth objectives: if we know *why,* we can better understand the *How* of self-management. Regrettably, however, most of us for centuries have consistently searched outside, from others, for confirmatory, biased beliefs and pre-existing perspectives that agree with pre-existing, internalized, defensive, inflexible cultural and group surface-perceptions. These preconceptions are often built on fear, trauma and 'safety training from uninformed families simply trying to protect their young children through platitudes. The outcome of these wide fears and misconceptions limits our options for future growth, understandings, and connections. By default, we don't know our Selves – our Who - and we don't have experience with our various life-contexts, because, again, we don't have even a simple map for our curiosities and interests.

Strident, introspective questions too often resolve themselves in the unwitting, automatic boxes of reductionistic label-thinking. To our mind new experience is frightening without a filing System for interpretation. Too often, our efforts strive to oversimply the complexity of life process – seeking *whats* instead of How. Process, and the future, both add an even more speculative frame of investigation that we must reframe for our use without built-in framing tools. Instead, we choose to remain splashing in the mud and the shallows, rather than learning to swim in the deeper blue waters of discovery and practice. Complexity appears deep because we don't build a learning system that teaches the basic strokes for elementary swimming. Depth is not a problem when you grow your swimming skills. When you learn how to swim the water depth does not interfere with your swimming process. Once more comfortable with the options, we can dive deeply and enjoy new perspectives.

The hasty choice of avoidance at first appears safer, less troublesome, and less work – therefore it often becomes preconscious and automatic. "I don't *need* to swim. I don't *want* to swim." Automatic avoidance *always* proves maladaptive when the waters are there, lapping at our daily doorsteps, inviting us to learn the process of adaptation.

> Intelligence is the ability to adapt to change.
>
> *~ Stephen Hawking, Theoretical Physicist*

Deeper wisdom lessons call to us out there, just beyond those reflexive, surface, automatic responses, to provide fresh, more operational perspectives for incoming realities, both real and

imagined. These next comprehensive, process-lessons don't provide categorical, supercilious, morality pronouncements, but they do provide consistent values and guidance that will function with more workable How-processes to address improved perceptions regarding action/choice tools that do apply to synchronize with how the world works. Tool skills do work better with practice. Wisdom values provide enduring, effective, predictable thinking and self-management skills over time, because, through learning improved option-selection, we better understand contributory variables and choices that do work.

Key point: Wisdom teaches us more accurate, more effective, more enduring choices through the additional *informed lessons of what doesn't work*. Sorting-wisdom teaches us the use of a customized how-to-manage system – if only we decide to observe, think, learn, and practice that system using the handy tools that can grow and connect our perspectives and perceptions over time.

Wisdom also teaches us the valued ability to synchronize and effectively *continue to learn even more* from the next inevitable changes we will experience tomorrow. Change markers provide intrinsic mentorship. With Wisdom, we *can learn to dance* with changing flow of Reality. We can see the grid behind the lessons received upon review regarding that-didn't-work-as-I-anticipated. Thinking, observing, practicing, and creating more effective outcomes often requires an informed, wise, self-management *process* - a system to reestablish priorities through selecting more effective tools to effectively *observe and manage* our times throughout our tour here. Wisdom values teach us about our *operations Identity* - who we are through *both choice and doing*. We will listen more effectively and ask more questions to synchronize our work within that evolving context.

Wisdom growth relentlessly eradicates automatic thinking through building a foundation of our evolving Identity - of customized Identity-based values and actions. Your Identity builds that system to design your future. Ownership for easily available lessons is available globally.

You can analyze the past, but you must design the future.
~ Edward deBono, Physician, Philosopher

Stuck Thinking is Not Invisible

Most of life's problems arise from the simple, fixed, and often, at first, invisible problems of rusty, ongoing, maladaptive, automatic thinking patterns. We search carefully for causality in the past but ignore each, helpful, next process for our Identity evolution. Not thinking, not self-reflecting, then not self-managing, are all passive parts of a serious and too painfully obvious, universal human condition. Paradoxically, we miss our potential wisdom lessons but for a single, essential, unrecognized *inactivity* that will determine the future of our human generations. Today – now - we must start with the self-assessment basics. I'll say it again:

We aren't sufficiently thinking about thinking.
~ Parker

Yes, we occasionally identify our feelings, and we do know our pain, but we fail to recognize those painful flashes of light as essential Markers to understand and help guide our Path – to find and reframe our Way. Instead, we choose to silence any noise and ignore any markers, because problems have, for millennia, too easily translated into categorical, negative experiences – like 'Don't.' They are, through programmed learning the short cuts, automatically telling us a negative: *don't* to go that way. Our predictable, pervasive, commonplace advice: "Just *don't think* about them, they'll go away."

But they don't. You know they don't. Life doesn't work that way. Avoidance encourages an illusion. The passage of time and circumstance does not stop. Change is the constant. Adaptation is therefore necessary. Knowing the basics of adaptive skill sets remains consistently elementary. Accountability, practice and self-management over time is the solution-grid for most problems.

Maladaptive outcomes are standard for those who choose to opt out of the effort to learn from experience. But you *can* repeat the test.

Experience should be valued as an interesting mentor, but we choose to diminish, deny and trash it because we just don't understand the How of *applied usefulness*. We didn't - and don't - get it. As a result, because we also fail to understand or take ownership of our evolving values identity - and through that *passive inaction*, we inevitably passively create our own repetitive, unpredictable, difficult consequences. We don't use our intelligence adaptively – in a constructive manner.

We remain destructively maladaptive without a learned, pre-existing, useful, systemic foundation of an alternative adaptive system that works. That specific plight of humanity is not a sickness, it's an underappreciated challenge for our educational system. And it's at least 2000 years old.

Ownership & Identity

Through the avoidance of ownership for our Identity - our Who-we-are - we fail to design our individual and collective futures. We travel with no lights through the darkness, or simply stay in the cave, and refuse to travel. We don't take adequate care of ourselves. Yet, in this short tour on Earth, our Identity is all we can truly own. Thousands die without a hint of these available, next-step maps. We each make the decision, don't walk when you can crawl – walking requires balance. "I know how to crawl."

Own your Self – not your already outdated ego, but your life, your living process, your contribution to the multiple teams you work with, and your family – indeed all our human societies. Your informed vote counts.

And it's reassuringly important to know that you are already prequalified for acceptance into this next, interesting Identity training – because you're motivated, you're human, and you can think. Improved options await your thoughtful consideration, depending on *how you choose* to think, and despite your inevitable preconceptions about the difficulty of a next 'learning process.' And know this: Your next steps aren't about an effort on my part sitting on a distant vertical perch, telling you what to do when I don't know you. It is your process of telling yourself what to do because you live with You, - and you will be with you through all your time here. Values work. We're in the same boat. A 'no values' plan won't work, period. 'No values' is a waste of your time and always brings maladaptive disappointments. With value-based choice options you can select tools to avoid unnecessary difficult experiences because they are, most often, quite predictable once on the Path.

Any learning at first sounds difficult, but this type of learning can be at once reassuring, interesting and considerably fun. And, on an additional reassuring note, others, even thousands of years ago, have also suffered and learned with the *same conundrums* present in your life today - since before recorded history - and, most interestingly, their learned answers continue to prove useful, even today. Wisdom masters have written examples for millennia about what works and what doesn't because they have tried these tools and have pre-selected what worked best. Wisdom lessons do tell us what to do – I've both tried them and avoided them - and can vouch for their lesson value in practice. Ideas are interesting, but it takes a plan with accountability to usefully move forward - whilst sailing the seas of ambiguity, disregarding travel markers.

Your condition is not your fault unless you better understand your How – but instead choose *not to correct it.* Your life is your choice. Who you are is a manifestation of your values and choices. It's time, find your compass, your Identity. Thoughts matter, thinking matters, and *words/semantics that we use to think* also matter. Words create our living maps. And remember to learn from Korzybski, referenced twice in the reading list below:

> The map is not the territory.
>
> *~ Alfred Korzybski, Semantics, Philosophy*

Your territory is your living reality. Your reality is unique to you, complex, changing, personal and idiosyncratic. As you set out on this new, more personal, journey, beware: some words carry implications that may not be obvious. Other words regularly encourage a confusing vagary of potentially useful boundaries/rules for use in the Game. More *selective words* provide precise maps for future travels. Lessor words leading to reductive concepts within labels for the complexity of impulsive emotions, can completely fog out good navigational thinking to suggestively promise more comfortable travels. Imprecise thinking encourages you to get off your direct flight and consider taking the bus. Life is an evolving process that occurs through time during our inevitable journeys through different territories. Predictable, skilled life navigation is a process we all wish we could have learned earlier – if a system application was at all available. Words are Markers for effective thinking and choices.

This System provides both elemental directions and navigational skills. Good maps evolve with the passage of time and a growing context of Practice. If you've read this far, I'm certain you agree with me. We all need a structure, a steady well-built viewing station, with a schedule-marquee to catch the right train, a system with ongoing improved, accessible maps to better understand the ever-changing parade that passes daily. Landscapes change. Timely maps matter. Memory can help build an improved, systemic coping system. Working your Practice with intelligent, learning activities will customize your maps and firm up your plans for choices within your next changing circumstances. They will serve as your built-in personal guide for the daily crossing of your Great Plains into your next discovery territories as you pass through the mountains. As reality changes it encourages improved perceptions, more informed, different, personalized, skilled, improved choices and actions.

A Word About My Words Here – Time & Change Do Matter

For most of us, our mind maps remain characteristically fixed - either right or wrong, stuck in childhood times within the limitations of our comfortable language and preconceptions. That kind of *diluted thinking* is part of the problem for all of us, so I'll set out here, through this brief introductory explanation, an overview for the documented [see the list below] word perceptions I use to help us both understand where we're going. Language evolution can provide essential, conceptual insights to help us better understand this changing world in a timely manner. To honor the reality of time is to honor and listen to the reality of change.

> The limits of my language mean the limits to my world.
> *~ Ludwig Wittgenstein, Philosopher of Mind & Language*

In these notes, my traveling words address *functional* activities that occur *over time*. Oftentimes we function well, yet sometimes we blow it and *malfunction.* If we function well, we *adapt* to our changing reality well, we learn and practice adaptational activities as a *skill set* that will endure and can *improve* through practice *over time*. Wisdom lessons provide predictions and repairs to improve the predictability of your journey – to reach your chosen destinations through timely adjustments to ever-changing circumstances.

Successful adaptation encourages the development of our interpersonal skills and successful coping strategies for a variety of complex life circumstances, from a variety of groups to our closest individual partners. And remember, since adaptation is a thinking, self-observation process, it is never complete, as each different life event has the potential of distracting you from your Practice maps, even if they have worked before in similar circumstances. The best maps work in the flow context of time and change. Varying complexities matter because they prove instructive. Details always matter. With improved awareness, deeper patterns emerge from within the complexity of our more refined perceptions. The more you work it the better it works.

How: Own Your Travels Through Your Time

Your process of self-management must start with the personal: your *objective* self-assessment. What tools do you need? Do you have a learning system? Do you have any immediate problems with friends or colleagues? Self-management solutions require timely, circumstantial customization, often right there, in the now moment. As your world changes, you will also change with it - if you choose to make the effort with modifications for your next improved plans. Insight Practice changes your automatic thinking patterns because your maps improve. Your Practice plan will polish itself through your learning over time. Humility and ownership matter throughout.

As your learning and wisdom Practice becomes more effective, you will see that your adaptive skills, your Self-Management System becomes more naturally automatic, you learn better skills and you improve. If your Practice is ineffective, your life remains maladaptive, frozen, stuck within your frozen, maladaptive identity. You aren't growing your self-management process because you didn't understand the lesson on that first learning opportunity Marker. Your growth and development, your Identity Practice and ownership awareness are *always up to you*. Blame keeps us stuck. Remember that your last misperception was only a single, hopefully corrected, brief shortfall. The good news is that you always have opportunities to revisit that challenging missed moment with new, additional options – even within a predictable similar set of circumstances. You will sometimes carry ineffective limited perceptions with you. Watch carefully for your next opportunity to correct and create a more informed, advanced ongoing growth strategy for yourself and others.

> Show me the records of maintenance, and I'll show you the nation that will survive.
> *~ Lewis Mumford*

And remember, your response is also based on accurate timing. Reality changes every day, so you will have plenty of opportunities to work out this Practice process for yourself and with your traveling companions. You learn the rules of the Game by accurately watching your Self play it. You are your coach. These games have rules. Their built-in implementation [How] structure is quite understandable, and can become fun as skills improve, as described in these next videos and reading references. Take note regarding time: excess delay is often an essential marker for maladaptive not looking or not knowing. Learn your new markers, and use a Journal, as described below, to stay out of that cave in the woods.

Adaptation, the How Details over Time

Adaptation – how you Grow you Self with action choices that do *Work* - describes both a key outcome of effective self-management and is an essential process tool – a personal target for any effort at self-management Practice. Humans do manifest better adaptation than the rest of the animal kingdom, but because we're not taught the concepts of *how* to adapt to *life's process*, we can often take a lifetime to learn. We often can't accept internal coping lessons that arise from important events if they don't appear in the structure of our planning maps. We don't see what we can't recognize. We're often children regarding knowing any interpersonal game rules, while *presumably in life-training practice* for at least our first 13 years. But I've met many educated children over 60 years old who did not learn any hint of a Practice system from their many, painful, lesson opportunities. They/we weren't taught a Wisdom-process learning system in childhood.

Maladaptive denial of available, workable rules results, by default, in painful, repetitive reexperiences because even though you will witness them internally, without training you're unlikely to structure your own self-correction. Nothing personal – just like all the rest of us – you haven't been told a system regarding *How to Self-Manage*.

Next, denial is also often used *against understanding the instructive pain that follows* maladaptive choices. You may deny the pain marker, because, again, the thinking workload is less – but you must accept the inevitable repeat pain of that next, round two – to avoid the same in-your-face lesson in round three. Go beyond, and *use* 'Ouch!'

It's like entering a fight and leading with your chin. Any coach will tell you: don't get into the Game without an internalized plan, a System-Plan for the Game. Your plan and your ultimate brand live within your character and self-management values. Your humble determination must prioritize a different objective: from not learning, to learning. A successful adaptation practice provides you encouragement through your greater measures of preparation, safety, comfort – an increasingly predictable, workable Self Identity. You learned to first know your Who - so that you don't - you won't - innocently choose to go back there - into that denial cave again.

Be Prepared

To prepare and accomplish effective adaptation, a **Self-Management Practice** should become the standard of self-care for every human, rather than passively arrive as a belated default from predictable, repeatedly painful experiences in the darkness of not-knowing. Your Practice should start in childhood. Preparation encourages active prediction and prevention. And you don't need to get a Ph.D. in *adaptive self-management* training because, quite paradoxically in 2024, academic institutions don't offer it. Self-Management Wellness Training isn't even relevant in our current psychiatric codification, label-world, wherein every life-problem is, instead, labeled a medical 'sickness' instead of targeting universal, straightforward innocence with targeted, default ownership responsibilities. That observation isn't to blame any of my colleagues, but only to document the next, more horizontal step of training our troubled folk How to evolve their own Self-Care program. Self-Management will augment any interventions on the patient side of almost any medical intervention with an ownership oriented, patient-partner. They learn the markers to more clearly see and share their Path.

Successful adaptation through an increasingly functional Identity confirms that you have accomplished these objectives:

1. now accept the current issue of ignorance regarding your previously limited perspectives,
2. learned from memory to recognize, and now address this and future similar experiences,
3. don't carry resentments about insults from others – they don't know you, and
4. don't carry self-esteem issues for coping errors you were never taught in the first place,
5. and practice resilience beyond groupthink teams while at once open to new growth options.

Tomorrow Applications for Your Freshened Identity: Your Next How Process

With training, you will not only more fully understand your recent lessons, but you also will internalize and record them for thoughtful, available future reference to make corrective decisions that will work more effectively. With your learning grid made habitual, internalized attention will correct and improve over time. You will recognize your progress. Self-esteem always improves with mastery of your process.

Your Identity lives in the daily manifestation of your self-management process. Your Identity is determined by many thoughts and behaviors, and by using humility to recognize and learn from your own maladaptive patterns, then correcting yourself, it becomes a clear, living, manifestation of a person with a growing Identity Process. Soon you will manifest your efforts through more informed choices and actions, and you will search to find friends and colleagues on the same Path. Your Team selection will evolve to include the themes of curiosity, self-reliance, and ownership – the key markers for a growing human. Mistakes then become lessons rather than frustration on the hoof.

Your "graduate" self-management skills will develop within the specific context of your next life experiences – through the process of your own, informed, personal basic training and your life Practices.

Your training can start right now, even with routine relationship matters. Through these next sentences, with these next obvious, useful, adaptive observations, you can begin your Practice. Don't wait for a Ph.D. solution, just go the library, or use the hyperlinks there to connect with your first book below.

Understanding these Game rules is the first step. I've organized the list to move us forward from How and Where to start, then it's up to you to go out on the fields of real-life to work your customized coping system with a myriad of different team-mates and averred opponents. Maladaptive coping strategies [born form not-knowing], often seek group approval.

Too often less informed colleagues will encourage you with maladaptive results to be supportive. Stay on your Path. Rules and boundaries only work *if you work them*. That game-practice effort at first sounds difficult, but it's instead affirming, reassuring, and interesting once you understand how to identify your challenges and *coach yourself* for improvements so that you will play better tomorrow. Thinking effectively, using improved perceptions, will turn maladaptive habits into learning more constructive actions. You will better understand what your difficulties are telling you about your useful next developmental steps. Problems are not a problem, unless they remain overlooked. They work to keep you focused, and gradually build a compendium of skills.

An additional recurring benefit: what you learn will work in every future changing reality *if you continue to practice your self-observation process. Stay awake*. Markers continue to appear every day on the Path. Consistent Marker awareness is the hallmark of your recovery practice. The more you work it, the better you become at your life accuracy, precision, and ownership practice. With these tools you feel better and look forward to every next changing reality - because you are increasingly confident with the perception and learning tools you developed from this start on ownership Practice for your life-learning process.

It becomes even easier to live with your Self and your loved ones.

Journal Your Work

Start here. Mentor yourself for steadily improved accountability. Read these books. Journal your observations to think through each video, each book, each resolved problem. Use your journal to identify your markers, your lessons, your failures, and your progress to improve your self-management scores. Every day, write down your daily goals and long-term aspirations. Set up your missions. Record your challenges, and what you have learned through your active Practice process. That repetitive process drives a sword through automatic illusions.

Journal for review what *did work well* +, what *didn't work* –, and what are *your next plans* >. Your thinking and activity records provide a tutorial structure to firm up your private training. Many of the world's most effective global leaders have used a journal to improve their self-management skill sets in the context of profound, multiple conflicting realities. Take ownership of your life. See the Marcus Aurelius journal notes below. They show how he/she effectively dealt with Rome and Games back during even more 'primitive' times.

'Sickness' & 'Pathology' Word Perspectives

And at the outset of this discussion remember: maladaptive reactions create painful responses - but they aren't necessarily "sick." They are ***uninformed,*** *maladaptive, perspectives* - and repeatedly uninformed activities *feel - and can create* - an outcome of feeling 'sick.' Useful, fresh maps, whenever their origin, provide improved perceptual information for your next, improved, self-management territories. Don't give yourself a hard time for what you were never taught. Problems often arise from necessary travels through different life variables, but with inadequate maps - thus these notes and additional learning recommendations. We all, me included, start our lives lost - with inadequate maps – even after my considerable training in "sick-mind health."

Yes, we can also become 'sick'- depressed over time if we don't correct our educational, self-esteem, self-management deficits. Failure to cope well is depressing. Depression will wear a hole in your self-esteem. Depression is also quite easy to repair with your informed, complimentary, working Practice of informed self-management. You will witness your own improved self-management skill sets as you own and improve through time. Successful Practice brings improved predictability and vision.

And remain mindful of this key point: carelessness with your neglect of learning informed thinking is *not a medical omission*, it's *not* something your doctor missed, but rather a universal educational deficit. Surprisingly, learning about thinking systems is not a standard anywhere, although adaptive thinking is a serious, essential, self-evident, survival requirement. Even if you are in psychotherapy these maps will help you find your path and will not interfere, but rather assist, with that process.

Perspective: Self-Work is Not Narcissistic, it's Anti-Narcissistic

On an additional reassuring note: observing your Self is not about another potentially reductionistic label - narcissism. Self-observation and improved self-management can contribute to balanced, thoughtful, increasingly meaningful life contributions. Practice is the opposite of narcissism and helps connect with your human community on many levels. Narcissism takes. Narcissism breeds entitlement. Wisdom ownership humbly contributes.

> There is nothing noble in being superior to your fellow man;
> true nobility is being superior to your former self.
> *~ Ernest Hemingway*

An additional observation about the "game" word: here I refer to life as a *game* not as imperious sarcasm, but rather a metaphor to encourage learning the *pre-existing structure* of self-management objectives, a *Skilled System* - as reported by Wisdom thought leaders for more than 2000 years. I'm learning to play better *with* you. You will see how they got it right, and how they teach us basic life-lesson rules, the invisible structure, the boundaries for our new reality experiences, even today. The Wisdom rules help us understand why we don't think, don't step out, don't play it as well as we can - why we don't learn, why we don't Practice. Without game rules our limited perceptions of the multiple options for constructive adaptation contribute to regularly feeling *unprepared for next events.*

Unpreparedness, no training tools, no self-corrective plan, often brings cognitive anxiety. Lack of preparation creates even more varieties of anxiety in the context of inevitable change. Most importantly, we often don't know what our goals are in the first place. Practice will give you the self-esteem and self-awareness to make that important set of decisions moving forward. Practice builds confidence. Life objectives increasingly matter. Successful play, within the systemic rules of the game, matters. Timing matters. Your self-scored success and Team play, team perceptions, and team feedback all matter - and all contribute possibilities for further learning details with more choice options. Listen and learn, the Markers do repeat themselves until you get them. Groupthink is out, feedback and refreshened perspective is in.

We all need to regularly improve our perceptions of how the world works. We didn't get training for the *external* game and don't yet know our personal, *internal* behavioral values, our game rules, our coping values for improved choice and actions. Through the simultaneous management of our internal and external values, we create a unique, characteristic, directed Practice that becomes our Identity work. Others can also see, through our choices, who we are. Through time and ongoing Practice, through improved skills, through our learning process, we improve our evolving Self through the experience of thinking and assessing our preparations and responses to differing learning circumstances. With your Practice you will know when your system is working and will quickly be able to identify others not working with an internal self-management, Identity System.

Thoughtful preparation provides an interesting start. First, each of us must evolve a workable *internal* Identity-System-Practice to target, choose, and improve our next constructive activities. This experienced reading list documents a workable grid for our work toward that focused objective.

Your level of Practice at this moment likely needs some personal attention and improved direction, but don't give yourself a hard time. Uninformed humanity in every remote corner of our planet daily misses thousands of learning opportunities - easily understandable Wisdom lessons that will help any of us live more contributory, more predictable, more comfortable lives as individuals, families, and as nations. Leaders are easy to blame, but the non-thinking populations that support their maladaptive thinking carry a parallel ownership culpability. Your increasing acceptance and practice of your life ownership with informed, responsible behaviors will soon earn dividends for you and your teams, and, because 'effective' also builds your ongoing commitment to your Practice over time. Successful skill mastery is repeatedly satisfying.

Ownership makes you a thinker. Evolving your Identity makes you a thoughtful leader. You will feel odd at first, so prepare for the *consequence of irritated misunderstandings by others* who don't know your/our System - and live in the denial of their own limited perspectives. It's not shocking, it's inevitable. Blame is too easy. Even improved change often frightens the uninformed.

Be Prepared: The Behavioral Stone Age Herd Endures Internationally

Defensive denial with imperious egos endures as paleolithic character traits that distort perceptions, often without even a small measure of thinking about consequences beyond 'my personal opinion' - and, through their denial distortions, also may corrupt effective thinking for next steps for you or future others. We're trained by both innocence and history to fly south with the lead goose instead of learning to develop our own internal, adaptive traveling system. Denial, delusions of power, and control of others live on as outdated survival tools that continue to plague modern global humanity. Yes, these primitive defenses do prove briefly helpful to cope with survival in emergencies or wars, or when the tiger jumps out of the woods. They are also helpful in any emergency adaptive moments when comprehensive and complexity-thinking are necessarily diminished based on time constraints. Emergent, dangerous circumstances, while not our daily, standard experience, do deserve our Practice attention and preparation. Emergencies do happen. A Be-Prepared System creates both a survival and learning System.

Yes, these useful lesson opportunities nevertheless do repeatedly reappear in the omnipresent. But as a direct result of hasty misapplications and ineffectiveness, seeking approval, guesswork, gossip, easy labels, regressive emotions [and outright denial of the wisdom process through using shortcuts], those failures create a traveling circus tent that offers dartboard entertainment conclusions for both leaders and fun-house followers at every circus-concession-sideshow in every small town. Furthermore, by setting default passivity with a typical, unknowing, innocent posture, and/or overt denial of the detailed attributes within the experience of changing reality, these default maladaptive strategies most often *refuse to integrate fundamental, built-in, reasonable, self-corrective opportunities.* Faulty target recognitions and missed shots often do prove dysfunctional, embarrassing, and unsafe for individuals, subgroups, and entire nations. Automatic defaults lose the Game. Anytime you agree - is your moment to wake up.

On the other hand, enlightened observations build your perception muscles to ignore seductive shortcuts at the easily available circus sideshows – where clowns are shouting about seductive options.

It bears repeating; astute recognition of adaptive targets, and essential training to improve effective self-management, is not remotely a standard systemic life Practice. A child may resist learning because he lives in a protective bubble, so that bubble enables denial. When mature adults resist informed Practice it's because they have not had sufficient early learning experience to learn from unpredictable change. They stayed too long in their uninformed home cave. They aren't curious and

don't want to think. Without the overt discomfort of painful surprises, it often makes no sense to consider efforts at insight and advanced self-management. Denial works when you choose not to grow – but the predictable, painful, lesson opportunities continue to follow, and will repeatedly remind you to wake up - yet don't provide specific directions for the attendant, enclosed built-in learning system. Examples:

- As the result of diminished options, we don't know what to do when we experience adversity e.g., the pandemic and its pervasive associated anti-science denial – amongst our leaders.
- Our education system is set with the inaccurate supposition that knowing the *whats* will create effective *hows* – *content* is the focus, and *the process* is not instructively addressed.
- As a result, because it isn't a standard, discussing *the change-process* is frightening and becomes a silent politically-encouraged liability – another impediment. Ignorance wins.
- In contrast, wisdom is knowing *How* - what we're doing next when we experience adversity. Wisdom is the informed *How* applied in the corrective context of a Practice *process over time.*
- Wisdom diminishes anxiety & encourages confidence through a lifetime Practice of improved judgement over time. Preparation and effective adaptation have worked for millennia.
- Wisdom practice is always interesting as you discover what you didn't learn in school.
- Self-esteem is directly linked to wisdom learning and a skilled wisdom practice within the how-mastery system.
- Wisdom is a political threat for narcissistic leaders who seek control, but *an essential objective for an informed populace*. An unwise populace will keep a dictator in place - e.g., the German populace, frightened by the passive dependency and loss of control with failure in WW I, supported the 'restoration belief' for WWII through the reductive labels & twisted leadership of fascism.
- The entire country of Germany suffered with WWI PTSD – a national case of automatic fear, control, groupthink bias, and auto-blame. Millions more died with that pervasively limited perspective. Today the armaments for nuclear war forewarn far greater human tragedy.
- Boring, defensive repetition is out with your guidance. Humility and adaptation are in. Practice matters. The world's natural changes offer you growth opportunities to synchronize your adaptive skills.
- The answers arise in the process of reality and remain easily available for anyone interested – and have been proven over more than 3000 years – an example of comprehensive peer review.

A Cautionary Note on Emotional Pain and Entitlement

As unknowing innocents, we misunderstand and initially recoil from the *word*, the *process*, or the work implications of *training*. Do we *need* training? Who wants more work? Yes, life-training takes a different effort, with an improved change in perspective, as it facilitates and encourages more careful self-assessment. Yes, life-training is not the group norm but proves interesting and remarkably useful at any level of life experience upon starting to use this proven process through use of a thoughtful self-management system. Remember, you and I are not the first to explore this essential perspective.

But be forewarned: an additional direct result of ongoing denial - and a default Practice incentive that evolves from all this confusion and not-thinking - is the predictable, universal maladaptive experience of repetitive, unacceptable pain. Ironically, emotional pain is the experience that opens that stuck door for many of us to think more deeply, even those who have studied effective, mindful adaptation, well-being, and mental health for decades. On the other hand, learning the lesson-options creates an interesting, useful preparation-opportunity for difficult circumstances previously perceived as

only destructive. Tools matter. New tools provide more comprehensive, more instructive solutions - if you develop your learning system to use them.

Connections with Mental Health Work Beyond Labels

And, without this more informed thinking, mental health has itself become focused, using inadequate intentions, to become a label/target/name-the-sickness game. Sickness labels are more obvious targets than our internal perceptions of a changing world. The use of categorical thinking with the inappropriate use of current reductionistic psychiatric diagnostic labels and the pervasive denial of abundant biomedical complexity is painful to watch and is witnessed every day in a typical psychiatric or medical practice. The objective of *only medications* feeds the denial, "not me" game. That insufficient label game unintentionally keeps patients asleep to the inviting process of Adaptive Ownership Practice through the distribution of limited ownership recovery options resulting from the diagnostically inadequate and imprecise options advanced by the medical labelling process - and not yet accessible from the insentient Self.

The good news is that deeper, more detailed, comprehensive thinking about these matters may at first appear worrisome or troublesome for others, but it can and will work for you - if you work it. Complexity is not simple at first, but it's built on the wisdom of everyday experience and a small effort at a few early details saves considerable reparation efforts later. Initial challenging lessons encourage invitations within for further understanding – because they target options and provide helpful solution-augmentation strategies. Preparation and Practice can directly diminish ongoing denial imbalances that may result in medical challenges. Maladaptive choices directly feed medical deterioration.

The painful childhood experiences of '*loved too much' or 'not enough'* typify activities that relentlessly encourage the other, maladaptive, entitlement-driven great expectations with denial and diminished coping skills on multiple levels. Love can prove, as we all well know, a means of control to replace reason. Uninformed helicopter parents *externalize* the resolutions otherwise concomitantly available with learned, informed self-management, even with children. On the other hand, abusive, imperious, neglectful parental-patterns mark additional trauma at the other end of 'training' that creates lifetime, patterned, also entitled, maladaptive responses. We humans use affect, emotions at both ends, to manipulate others, including children, in the face of no cognitive training and no structure for learning to take place. Early childhood self-management training has been in Practice for millennia, but it's not yet in our educational system - yet.

These two maladaptive parental behavioral patterns avoid the essential, "Here's what you missed. What is your thought about it? What would be an alternative? Here's a suggestion about how you might handle this in your future." Overtly teaching the Wisdom Process System instructions should become an active parenting protocol as soon as children become curious and communicative. Early, timely, explanatory parental interventions make more sense, and parents will appreciate the value of improved self-management recommendations for their own parental training – which doubles to serve their own adaptive Practice in their worlds as individuals.

To repeat, it's *not the parent's fault* - there is no blame, as parents also suffer, as most of us do, from no previous training. [See the links for parent training videos below.] Blame externalizes the problem to someone/anyone and avoids the work of planning and explaining ownership. You can't know what you don't know or have not been taught. Loving with compulsive, excessive protection is not training. Nor is throwing the child into the water to learn to swim adequate training for how to swim. In my decades of experience with troubled kids and families, I can report with certainty that most parents would love an informed structure, a system for improved training for their own family's development.

The Lesson System does create additional work for those who hope to remain passive and in denial, but next learning steps regarding growth and education for self-management skills are beyond overdue, yet remain provocatively rewarding.

Internal vs. External Systems

Blame is a primary Marker for maladaptive thinking. Blame attempts to send ownership to even less informed external people, things and circumstances. But just as global warming requires more pervasive ownership, universally improved, educated, self-management skills will help prevent the reductive nationalized games that lead to wars. Change is difficult, but effective adjustment creates a state of corrective anticipation through the basic learning activities within the System sequence of an informed Self-management practice.

The most pressing problems that require our immediate solution-attention today are the outright *denial and misperceptions* of these elemental globally experienced maladaptive management problems that can trouble us all through our lifetimes. Without an earlier, utilitarian, perspective-training process wherein events are pre-targeted as *learning activities* to become more obvious, *training opportunities* remain overlooked. Easily observable maladaptive choices in everyday life process then can then provide accessible intervention training opportunities on several levels for more effective Practice options over time.

We humans, as a race of herd animals, don't yet take ownership of the *processes of our lives*. We do need a plan with clear objectives, with a system of transparent, apolitical training requirements to cope with inevitably changing realities at every level of discourse. Training, with time for constructive feedback, matters for both parents and children. Earlier childhood training provides an even more cost-effective, enduring, outcome. Parental training for Self and family Practices should be easily available for parents and children, not live on as a remote, arcane, weird, or difficult-to-access-process.

Thinking more about thinking is a global imperative. Current wars that directly target women and children for death significantly punctuate that observation. We all must grow up - accept and take ownership for - what we don't know. Smart people will own that next step. These are not new ideas.

Why Train for a System

For want of a nail the shoe was lost,
For the want of a shoe the horse was lost,
For want of a horse the rider was lost,
For want of the rider the battle was lost,
For want of a battle the kingdom was lost,
And all for the want of a horseshoe-nail.
~ Ben Franklin and others

Details matter. Let's face it, *if* you can't *first identify* and then *own your problems* [no matter how small]*,* there is little impetus to accurately think through the adaptive complexity for their next, most *effective, solution and application* strategies. Improved target recognitions drive those next effective solutions – both for an informed populace and world leaders. Our ongoing wars typify the necessity for a broader educational set of objectives.

It's Time to Wake Up

This Wisdom Lesson Reading List is designed with but one primary purpose: to design and document improved individual target identifications for protocols to recognize correctable misperceptions, with solution options for self-management problems to practice throughout your life – partner, parent, child, friend, or employer. It emphasizes individual, personal responsibilities for the process of both self-management and *ongoing maintenance* with more predictable outcome achievements for our ever-changing world. These detailed options provide remarkably available choices, with appropriate learning structures that can be adjusted for changing objectives based on interest, age and maturity. In this list below I've built a section that directly apply for specific self-management targets and target-practice for several levels of care and instruction.

Even though our *adaptive thinking process* is our most characteristic, predictable, advanced evolutionary trait as a race of animals, we nevertheless too often react automatically, impulsively, emotionally, and behaviorally – on the primitive animal, herd, don't-think side. We are animals with millennial generations of easier impulse-training to *not think*, to seek safety, and *automatically behave reactively* in defensive patterns with Changing reality. Most often we do not consider the enduring value and Practice of thinking adaptively. Again, no blame for no training. Our reactive amygdala brains are evolving. When you read these references below, puzzling problems become more effectively identified as more explicit targets for consideration. And, on the referenced, data side, there is solid evidence that training changes - improves your brain and your overall experience with changing reality. You will easily see it in your own life with practice. Perspective, perceptions and a learning practice create a more predictable game outcome.

This list is a dated, evolving review of references that address these essential needs.

Your Best Starting Plan: Own Your Lesson Process

Routinely we don't take constructive ownership for our *reactions - to use them as lessons* - to create a plan for our enduring *errors of applied thinking. We don't notice specific maladaptive patterns in our thinking process, and we don't learn the how-options to correct them*. We don't regularly develop, and grow with experience, to adjust our internal Coping Identity, indeed our own System-set, for characteristic maintenance-coping patterns. Systems connect the complexity of dots through more comprehensive, interactive awareness.

Adaptive, enduring Practices evolve within different perspectives from the polemics of religions and common law. Herein the burden of practice is encouraged by safety, success, education, and individual ownership with the unwanted pain of maladaptive choices resting even more directly upon the individual. Guilt and threats of imprisonment or eternal retribution are a level of abstraction removed from the repeated witness of the daily humiliating pain derived from advanced ignorance.

Full ownership also creates an improved learning environment for your progress. Without ownership, there is no motivation to learn and improve. Journaling endorses and grows your ownership Practice. [e.g. detailed video lessons on 'How to Journal' follow in the video list below.] This important internal target switch to fully address personal consequence-recognition encourages ownership as more internally managed, rather than remote and external interventions as God and Law. Subtle pain markers before crossing those two more definitive rivers of values [God & Law] can guide your ownership to prevent drowning every day. Warnings matter, because they are instructive.

Two basic challenges arise in place of effective coping through *self-management*: a. *ot thinking* and *maladaptive thinking*. *Self-management* should directly replace, 'bad,' and 'sick,' with functional terms that provide room for improvement over time, a structural method, and a built-in, more correctable, measurable perspective. This observation is basic. Self-correction is a *process*, not a thing. You already know this because you're a human being. Very likely you've experienced problems with similar, more categorical negative reactions. Instead, give yourself some room to learn from the outset. Without a Self-accountability System, it's much more difficult to modify your everyday thinking patterns.

The current standard of *consequence education* is vertical and outside rather than learned, experienced, and *internally practiced* for the 12 years of secondary education. Your skills and successfully managed life must evolve beyond the 'maybe' punishment from the prototypical parent to your self-administered consequences realized and owned through your informed Self.

Even more alarming, however, is the underlying fact that we often *don't recognize* thinking patterns that repeatedly prove *counterproductive or maladaptive* – even for the long run of life. Rationalizations don't resolve ineffective thinking; they are a product of denial and maladaptive thinking. Too often we simply miss opportunities for rational conflict resolutions that deal with

functional reality – because *we just don't know the How*. Functional reality includes the variable of Time, an essential denominator for the process of How.

Wisdom training is how-solution systematic training for many levels of application in a diversity of circumstances – in both time and context.

Not thinking keeps us frustrated, fighting, stuck, and irresponsible. Our recurrent, automatic, inadequate dance pattern 'adjusts' through simplistic labels, categorical, yes or no, good or bad, reductionistic thinking, using ever present denial, emotional reactions and gossip. This outdated 'automatic' set of patterns dates to our ancestors over millions of years and is based on fears, weakness, and inaccurate, even well thought out, superficial explanations that slice up complex reality through a means of reactive avoidances. We don't think. We don't learn. Our built-in language patterns keep us developmentally arrested.

See Korzybski [*Science and Sanity*] about language and the time-bound, frozen word "is," in the list below. From a validated particle physics perspective, "is" has become woefully outdated by almost 100 years from his first reportage.

Automatic process-denial [not thinking about how] with an unbalanced excessive focus on precise content/data [what] creates a daily maladaptive process for too many. Currently, the 'what' content system rules most of human decisions and subsequent behaviors. And example is the ubiquitous question:

Will it be on the test?
~ Seth Godin

Make Certain: Your Identity is Not a Fixed 'What'

We humans lock in on 'whats:' content, money, status, possessions, power, and control and as primitive hints of measurements for our ill-defined identities, to mark who we are with superficial, observable life objectives, without precise thinking for an identity foundation. Things make us visually Big in a representational world. We chase frozen, externally validating characteristics because *we internally don't know who we are* in our *growth process in the first place*. Without an *internal set* of clearly owned expectation-target-standards, we don't learn how to either approve of - or correct – ourselves. Instead, we seek approval either from others or the accumulation of things – our cultural approval criteria. We fix on the inherent immediacy of now-context-tactics and miss abundant, recurring opportunities for strategic planning and *more constructive lifetime delivery.* Built into How, again, is the process of Time.

Oddly, we also too often find ourselves without a System [map-markers] with specific parameters; both lost and stuck in trying to identify the underlying problem with the perplexities of context and change both with limited objectives and no clear maps - for ourselves and others. Without awareness of a clear adaptive internal [wisdom] structure, we don't know how to either identify and/or how to do the work to prevent painful, surprising reoccurrences for either the short or long run of our lives. [See the book on *The Psychology of Money* below – re: chasing 'things.'] A learning grid is essential for an interesting and safe lifetime.

It bears repeating: Time awareness and learning options are not in our current life game plans. Understanding the correction messages that abide in plain sight within painful experiences dogmatically persists as a worrisome mystery that remains locked in our global closets. To "find your 'who' Identity" is to discover your enduring values and your developing coping strategies.

Because you don't know your 'who or how,' you are likely to deny data and history, and to choose the whims of known opinion-folk - posers who encourage denial because that is their *manifest* destiny. Blame and denial become a cultural/national spotlight when the populace remains deliberately uninformed. And, of course, education, with its increased skills of self-management and self-reliance, is disdained, even punished – unless it specifically addresses the superficial objectives of making powerful

things to augment denial, control, and 'what-rule.' In group herds, to remain members, we mirror these regressive autocratic attributes:

> Keep me in power and we can chase 'things and territory' together.
> I use power, not reason - as many of you also do - automatically.
> We use similar coping strategies. Now just do what I tell you to do, and we
> won't have trouble – [aside] because, as you know, I can turn on you as well.
> *The Autocratic Admonition*

Maladaptive, Not-Thinking Doesn't Work

Yes, the process of *disregarding adaptive thinking as an essential developmental process* does prove, within itself, inarguably *maladaptive both now, and in the future*. Denial and minimalization of realities, expressions of our maladaptive thinking processes, are destructive to our collective human existence yet nevertheless appear to grow daily, even as an ineffective coping strategy. *Learning* [the gerund lives in process over time], from mistakes is almost impossible when the inherent structural problems are internal, invisible, vague, categorical, and not obvious for systematic discussion.

It's basic. If we don't know ongoing *solution structures* for how relationships and group difficulties should work, we can't develop an adaptive coping *strategy* to correct them. Also, process corrections occur over time, so avoidance is invisible.

We remain maladaptively frozen in time.

Bias Is a Not-Thinking, Fixed, Automatic Oversimplification

We're unconsciously set to use pre-existing culturally and emotionally biased beliefs, or guesswork, to create auxiliary thinking patterns of scaled, maladaptive group consensus [Germany WW II] so we can avoid the complexities of life's circumstances – like compromise. Complexity requires more thought, more effective, comprehensive, consistent thinking with fewer emotions - instead of automatically using a shoot from the hip, one time Hail Mary pass as our last great hope. 'Don't think' is the additional, timed, safety-net constraint for Now.

We must instead take the time to create new habits of adaptive thinking, new target identifications, new coping strategies for improved patterns of adaptation. From a larger perspective, these self-mentored, internal classes are not optional, not an elective choice. Once understood, their values and benefits call us repeatedly back, when a maintenance opportunity arises as a marker on the road.

> Show me the records of maintenance,
> And I'll show the nation that will survive.
> *~ Lewis Mumford, The Pentagon of Power*

Remember, the process of maladaptive not-thinking is *not itself* a medical illness. It is a repeated form of obvious evidence for operational process-ignorance - a typical Neanderthal reaction that must instead, for us all, become contemporaneously *atypical.* Look around - maladaptive is regrettably typical in 2023. Consider: discrimination, racism, wars, misogyny, anti-vaccination, rage, lies, labels, and bigotry for an easy start. Then add the news market for further documented evidence. Murder and suicide, at their elemental origins, are a product of not thinking, confusion, and overwhelm with no overall plans, with no options, without clear objectives, and no life practice/maintenance. Death sells news. The paint obviously, and repeatedly, peels on the barn, but we deny the relevance, refuse to own the maintenance – and, under duress, only selectively paint the overbearing and obvious.

Reality demands our attention. Think of this entropic remark in relation to Russia and Ukraine:

The increase of disorder or entropy is what distinguishes
the past from the future, giving a direction to time.
~ Stephen Hawking, A Brief History of Time

Also remember, we can't fix those maladaptive, entropic, rusty practices if we don't consistently first identify their presence, own them, and then, as a global race, resolve to correct them at every level of the territories we call home. Predictable benefits always arise with improved, more inclusive, more detailed, polished and comprehensive target perspectives – yet through defensive misapplications, a reflexive, defensive misuse of our intelligence, we remain locked in a denial dance around abundant, daily learning opportunities.

Not-thinking adaptively is not just a political-party-label and speaking point, but an international problem and a regrettable cultural norm with every race, in every nation, an ongoing challenge for every individual, at times including myself. Not thinking provides a thin, ineffective veneer of safety through a private slow dance that instead embraces irresponsibility, denial, and reductive, controlling objectives. Yes, not-thinking *does impact politics and political outcomes*, as politicians do seize on unacceptable, primitive, reductionistic opinions and beliefs – because they promote the millennial, maladaptive, manifest standards of increasingly obvious non-thinking. That void swings open an even more obvious door for a narcissistic dictator or any 'democratic poser-know-it-all' with control and self-approval as their insecurity-driven primary me-objective. Their too frequent admonitions arise from their fears, playing on our fears and undeniable ignorance - it's reframed into a reductive choice - them or us. Groupthink bias is at once seductive and counterproductive as we let others ghost-think for us. Group bias embraces reductive labels as corrective.

But groupthink does not work for the important details of individual lives. Dictators can only survive on emotional groupthink denial. Autocrats encourage their populace to remain biased for the practices of emotions and blame - against education, choice, and process-objectivity. Beliefs rule. Data is in the toilet. They want a. authoritarian control of their nation, b. power to replace their personal inadequacies, and for c. survival an entropic state of developmental arrest, d. regressive passivity, and e. a not-thinking-comprehensively populace. 'Adaptive' includes time ownership, and perspective, with a good nose for regressive, reductive, biased perceptions that lead to developmental stasis. Adaptive is an obvious Path away from maladaptive.

Remember, not thinking adaptively is the basis for most of human suffering. Thinking, our greatest asset - and when either *not applied*, or *used maladaptively*, creates humanity's greatest handicap. Thinking, with increased self-awareness and ownership plans, needs our collective and individual growth-attention.

Training for both What *and How*, as an ongoing academic course in elementary coping education, can begin to resolve the many roadblocks that currently exist with identity, mission, self-confidence, and recovery on any level from the drifts and darkness of denial, innocence, and refusal. Training for the adaptive use of reality-based thinking tools is not political, though it is highly likely that regressive, entropic politicians will attempt to block such educational objectives to continue their illusions of power, competence and informed authority. Note well: To stay in power the public must remain *uninformed about more reasonable options* and must be repeatedly encouraged to submit through fearful predictions. It's a vertical game. "I am the Boss! [You are not!] – and because you are ignorant, I will *control* you and yours, including your education."

The Big Picture Price for Refusal & Denial

Yet contemporary international humanity instead, repeatedly, regrettably, chooses to remain pervasively asleep. 'How' is not on the table. How involves thinking, Time, and process awareness. We humans don't want to think. Millions of dead in wars and Holocaust aren't yet sufficiently instructive data points in our extensive human history.

These inadequate perceptions of reality that lead to maladaptive, inaccurate, anecdotal, anti-scientific *belief systems* that create uninformed self-management and self-control deficiencies are far more pervasive and deadly than the COVID virus and COVID denial. COVID variant multiplications now helpfully raise our troubled anti-scientific awareness regarding murky, changing COVID maladaptive coping perimeters that lead to death as a predictable outcome. COVID can wake us up if we simply awaken to live through it. The pain of death can wake us from our sleeping state, by slapping the face of the sleeping, unconscious patient.

For humanity, however, today's problems far outweigh the daunting reality of only COVID. From a global-time perspective that includes the macro-record evidence of millions of humans killed during centuries of global wars based on weak, maladaptive, egoic not-thinking label-makers - international historical data unambiguously speaks for itself.

We already agree – maladaptive thinking repeatedly contributes to pervasive global regressions that compromise humanity. Ignorance of the Wisdom process creates maladaptive grazing herds, looking for denial-based, maladaptive, not-thinking bullish leadership to promise territorial superiority for Plains travels, and fields of dreams, of impossibly perpetual, fresh grass.

> The only simplicity to be trusted is the simplicity to be found on the far side of complexity.
> *~ Alfred North Whitehead, Mathematician, Philosopher*

Our outdated coping evolution encourages a standard *things and content-authority* school curriculum vs. *ownership-process* training foundation for responsible choice-actions. Instead, we hear repeatedly: "You deserve it!" "Just do it!" "Don't *think* about it!" Thinking about *process* is out, memorization of facts is in.

It's a paradoxical fact that many coaches are 'coaching' without any self-management, leadership training. They are coaching football game skills [control] and miss opportunities to coach for life [process]. "Just win, don't fail." See the references in the references below on biased thinking. To repeat, a Ph.D. in *what* does not give you a hint about *how*. Intelligent is not necessarily wise.5

Wisdom Training Today

Wisdom training is remarkably overlooked in today's educational process. The Greeks and Romans did sporadically offer Wisdom mentorship opportunities to the wealthy, but, today for a variety of reasons, we do not provide those training opportunities to anyone. Planning ways to provide training to identify and prevent counterproductive, inadequate thinking – with the associated maladaptive human behaviors - should immediately become a universal and national imperative – tuned to each human's age and developmental capacity to understand and practice their growth, self-correction, self-management process. Accountability practice should start more explicitly in early childhood schooling, and parent training.

To repeat: a routine training self-management program starting in *early grade school* would add immeasurable maturity benefits for both individual and family life, and societies – and, by default, nations.

The overall answers we seek through our lifetimes must include an advanced, improved *thinking-process, training-imperative* as the single most important default for our next collective survival activities as a species. People fear that *any* next system will tell them *what to think* reductionistically [as the current system already does], instead of working solutions for *how to think comprehensively* with improved, more adaptative, enduring choices. Impulsive wars build fears that drive ongoing reductionistic/label responses.

And, yes, that suggestion for improved interventions should also require a pre-existing plan to resolve the next difficulty: how do we provide that training? What layered training system would work best? Answers will evolve as we face the process of correcting maladaptive ignorance together. To the

degree that we don't work together on this challenge, we will collectively continue to spend time and treasure on our collective maladaptive ignorance, and its associated multiplicity of painful outcomes, suicide, murder, mental health, prisons, racial and religious conflicts, war, climate change and genocide. Instead, informed ownership breeds responsible behaviors. Training is interesting, fun, exceedingly rewarding, and imperative.

Let's develop a training system together, by each of us starting with ourselves.

The methods to provide answers to that training question are at once simple and complicated. This list below, of Wisdom Lesson books and videos, will begin the process for readers at every level of curiosity and difficulty to begin thinking about training plans. These references will provide interesting observations for improved identification of rough spots, and, most importantly, how to learn [from difficulties] - the most specific Practice tools for any customized Training or Practice strategies.

Let's get started. Journal your progress. Consider thinking through your next adaptive plans.

Details to Start Your Next Travels: This Reading/Video List

This reading, video list assembles experts to help us work together to those more informed objectives. Proven, psychologically and culturally relevant self-management solutions can help us all and have worked for millennia – if learned and practiced over time. Contemporary humanity deals every day with the same quandaries as Heraclitus and Marcus Aurelius. They both recorded their training observations about 2000 years ago that still work today. It's beyond time to listen and teach for our human race.

Personal Note: I will *continue to amend* this PDF Wisdom Lesson List - so stay tuned, save, and recheck this specific http://corepsych.com/read link moving forward [*updated dates appear above*, there in the heading]. That number after the link marks the revision date – year, month, day – I'll redate it with each new revision. This list is a valuable reference link for details that work to grow Self-management skills.

Of significant note from this latter medical/mental-health perspective, is the additional contributory fact, noted above, that most of these self-management faults are often oversimplified, labeled inaccurately, and typified as disease, "sickness/illness" traits, instead of identifying the inadequacy of basic self-management skills education. Self-management *practices* remain quite overlooked – because they at first appear to require precise, individualized, customization for each person's set of Changing Realities.

Disclaimer: Clarifying these overlooked training deficits for maladaptive behaviors does not at all condemn the many helpful, well-documented medical interventions available today for thinking challenges. As an experienced medical practitioner, I have provided services for decades without an awareness of these interesting and useful training insights for the management of executive function challenges now sometimes labeled as ADHD. I wish I had known about this system I'm recommending for you here fifty years ago, as I could have more effectively structured the necessary training for improved patient care, that included ADHD, and executive function. Training will provide a more comprehensive service, focused on increased patient responsibilities for cognitive development and maturity practices as discussed in these many references.

Why not awaken and wise up now, while you're still able to do something about it? Think about it: many live in global pain, without either observing their collective contribution to how they arrived there - or actively thinking about how to get out.

Time is the wisest counselor of all.
~ Pericles

Use your Time to listen, own, and counsel your Self. Thinking mistakes create acting mistakes. Who-you-are will become explicitly alive and recognizable in what you do. Your emotional lack of

control and pervasive misperceptions about the world we all share is self-evident, even if it's not self-examined. Improved self-mastery first requires your attention to your diverse life details and taking full responsibility for your learning/experience/coping process. Wisdom lessons are not complicated once you learn them - and then pay attention to recognize and anticipate their Practice. Daily adaptive application opportunities grow as you solidify your insightful observations and match them with your choice and behavioral progress. Wisdom provides the foundation for your lifetime Practice of Self-mastery. They will repeat if you choose to ignore them.

Self-mastery not only diminishes pain but provides opportunities for meaningful leadership contributions within your various tribes, because Practice skills require training and work. Thoughtful, responsible, informed behaviors also delineate a process to apply with diverse group leadership responsibilities.

This selection of books collects the wisdom, philosophy, and principles from generations of international thought leaders on why and how to improve self-mastery and self-management - taught over millennia. Their suggestions may appear new to you, but they aren't new for humanity.

Start With Early Training – Time Matters

As noted previously, the lessons in these pages should begin in early grade school, before adolescence, so that individuals can prepare for the inevitable process of leaving home and becoming responsible for themselves, their families, and their teams. Change happens. Change can be instructive. Control always becomes an issue for us when we refuse to think more because we can't manage change. *Control of people and things, authority with noise, and club/herd identity* often manifest as the only planned life strategy. At first, it does look easier, because we might be able to avoid both adaptively dealing with that new change information now, and the trouble of rethinking the additional imperative of proactive solutions for a lifetime. But control does not last. Politicians, like farmers, seek to grow their herd, not to encourage an adaptive lifetime with individually informed, big picture perspectives, and global thinking.

On the other hand, growing *self-control* is an overt manifestation of self-mastery. The way the world works in *a process* over time is different than what we at first think, or what we're taught through our *content-oriented* educational experience.

Being smart with *content* does not solve your lifetime *process* problems.

Self-perceptions matter. Self-perceptions beg the next question: if that new perception/activity becomes my problem - if I do own it - what do I next do to correct it?

Unfortunately, current psychiatric/mental health standards seek to find an illness, a disorder, to make it a medical problem and undertake to treat it vertically. The problem with that set of perceptions is that far too often psychiatric labels provide insufficient and inaccurate target information - as they often lead to the inevitable oversimplified question: what medication works best for this fiasco?

The responsibility for your developmental evolution then *subtly switches to your provider instead of where it should remain, with your ownership and practice for your self-management process.*

The additional self-evident point regarding this latter observation is that actual, biomedically based psychiatric conditions may inevitably *contribute* to developmental arrest because it may feed the painful problem of maladaptive behaviors by missing the ownership foundation of adaptive recovery. Medical impediments and misunderstandings can cause medication unpredictability. Depression, ADHD, affective anxiety, and sleep disorders all contribute to dramatic inadequacies of perceptions in the reality of everyday life.

Medications and therapy may work well for these biomedical challenges, but each person continues to require a specific structural awareness and Practice for the vagaries of self-management challenges throughout the changes of a lifetime. An informed Self-management Practice becomes even more important when medications help turn your lights on to thinking adaptively.

In addition, linear, either/or thinking with the vagaries of reductionistic diagnostic labels creates biased limitations on many other levels of changing self-perceptions – such as group perceptions and behaviors. On the other hand, an aware self-mastery practice contributes to the larger order of global cultural evolution, including wellness and safety for all fellow travelers with whom you share your moments. It's not just about you, it's now about you and your humankind experience – your family, your friends, your work efforts, the marks of your life process on those you touch. And it goes far beyond the limitations of current psychiatric/mental health labels because you can identify and take ownership for understanding through replacing adaptive tools that create corrective thinking & actions - to instead become adaptive for yourself and those you care about. Your tribe also needs your ownership – self-management modeling - and adaptive leadership through your accountability, even as you become more informed.

Ownership: Observations and Effective Outcomes

Remember, from this refreshing perspective, you don't require a 'sick' label to justify a careful, adaptive choice-process. It's now obvious that if you are either completely asleep or trying to work on your life from within a maladaptive system, both remain problematic because you are uninformed about your own expanded solution options and corrective choice-making opportunities. Training through life-process education, a practice to address adaptive living, is markedly different from the more vertical, passive, illness model which does address the same issues *after* they have been repeatedly revealed. Maladaptive is often not sick, it's part of the uninformed human condition. You must become proactively adaptive for your Self; your elected leaders or your boss cannot do it for you.

Adaptive activities address *both* targeted preparation and outcome objectives. Maladaptive outcomes arise in the context of either not-learning *in advance*, or not-learning *belatedly* through recognition-after-the-fact. 'Adaptive' is the targeted self-accountability outcome of ownership through active learning from *either* of your adaptive or maladaptive outcomes.

From an active accountability, learning perspective you will soon see that even maladaptive incomes can become quite beneficial and instructive. Anxiety [both cognitive and affective], is diminished because a preparation mood, a curious and humble mindset prevail every day - because you live in the Wisdom System that has worked for all of us subscribing to this learning process for more than 2000 years. Yes, your reality-experience will be different in some details, that is an important point – in fact it is *the* important point. Remember also that time, circumstance, experience and previous training all become more accountable and modified according to this comprehensive Adaptive system, because you're learning *the entire system*.

If you choose denial and innocence, and instead don't learn the Adaptive self-management process with an objective to focus and actively practice it, you will, as we all do, default to remain maladaptive, frustrated, and in emotional pain. Then you will watch yourself do it again. Your self-esteem suffers. You choose different distractive values to manage your pain – addictions, sex, emotions, avoidance/developmental arrest, entertainment, loud and primitive muffler-exhaust-pipe communications to name but a few. You may pose but remain inside, painfully stuck in your nowhere journey. That potentially interesting non-growth journey is profoundly expensive in multiple ways, including boredom, futility, confusion, and looking stupid.

And remember, you don't need someone else to tell you how these rules of life work – you can choose to privately educate yourself. This training is basic, free of charge, and economically valuable because your exemplary, yet humble, Self-management skills will stand out wherever you live on this planet. Your investment of Time and Practice will pay valuable lifelong dividends. Learning becomes easier with Practice.

Yes, some type of mentorship/training is often seriously helpful. But remember, almost all psychotherapy, counselling, is just that, therapy for specific problems, often without an improved

perspective and perception objective, or a plan to specifically develop your Self-management process. 'Therapy' targets are most often derived from corrective understandings based upon the targets within the labels-sickness model. Self-management solutions emphasize proactive wellness objectives for more specific Adaptive life Practices. I selected these books because you will herein find access to multiple constructive perspectives. All you must do is understand and practice them for your Self, privately if you wish. That Practice of improving your self-management over time results in more effective daily self-mastery competence. You can see for yourself: it works if you work it. Therapy can help even more if you keep your lifetime Self-management objectives on the table while working with your other specific project objectives. This system works in support of other constructive life-objective efforts.

How – Connect Both Content & Process

The reason to use the tools within these books is simple: they provide useful *specifics* on how to improve your self-management skills. Self-mastery is built on a process that will improve your perceptions of your-Self-in-action and will detail specific maps on *How* to grow skills to sail yourself through your sea of changing realities. These principles of thinking and correct action will help you manage setbacks. These esteemed mentor-authors teach you how to learn lessons from adversities in *any* of life's changing realities. The links in this reading list will also take you to both illustrative YouTube video playlists, interesting PDFs, and supportive books at Amazon. These tools all work together to provide for you a *systematic process/structure* for you to learn and manage your unstructured, changing world – that we all experience. Mentors do matter. Synchrony between observations and effective choices matters.

Journal For your Self-Realization Progress

Important note: Mentor your Self. *Start now* to write in your journal. A journal will both teach you and help hold you accountable to your Self - to identify, practice, and accomplish your multiple missions. Specific journal/process recommendations also live in the /path videos linked just below. It doesn't need to be a costly notebook; any spiral book will do. Again, content, *What* you know, does not automatically default to improve your *How*, your living *process.* I belatedly learned that one the hard way. Intelligence and advanced content training with facts does not make you wise to manage your life process. More explicitly: even advanced skill sets in modern psychiatry *do not make you wise*. Seeing a psychiatrist will not make you wise if that person is not engaged in their own humble, teaching, self-management process. Wise is a process, not a thing.

The Value of a Journal: Accountability

The objective of this learning is patently obvious: if the outcome is adaptive [+], you learn, remember, and stick with it. If your choice, your selected action-option, was instead maladaptive [-], take immediate action in your journal to cement for your Accountable-Wisdom-Self how to plan corrections [>] for your perspectives, perceptions and choices in the next similar happenstance. Remember and journal that feeling when you do get it right [+] because you have obviously taught your Self well. Parallel circumstances will repeat throughout your life to check, to see if you remember. It's Nature's way of solidifying and reassuring your skills at knowing and doing. You learned, and got it right, even though it may have looked at first like a wrong experience. Well done! Journal + and – and >.

Sickness thinking often disregards the useful process of an informed wellness practice – it's a different skillset with different objectives.

Self-Mastery is also an Identity-building process, *not an authority-building effort to target others*. Authority seekers, loud muffler posers, do not teach, they seek to control, they don't have the internal know-how. They can't empathize with you. Once you understand elemental aspects of your operational

how-process you can more effectively sort out your potential mentors – like-minded people with additional helpful perspectives for an instructive journey with improved maps. Carefully select your messengers by the directives they give you. Are they how-growth-constructive oriented or only vertical thinkers demanding 'Don't' and 'Me' imperatives? Learning requires an I-don't-know humility and acceptance.

Changing your *Perspective* from only outside to inside - ownership of your reactions to changing reality - will change your daily *Process*. Self-mastery is the adaptive outcome that arrives with improved perspectives - improved data - coupled with understanding *how* to adaptively use, to process, the data-realities of your life.

Applications, the Doing activities - combined *with* a foundational understanding-perspective, the *Utilitarian How-process* - results in the Practice of Wisdom. The Way to become wise is to begin working to teach yourself over time through your Self-Mastery process. Your progress will show - and will provide even more interesting life options over time. Journal your progress for your growing Self, both decisions and actions - both constructive and counterproductive. Write it down, take class notes for your review.

Start your journal today to improve your self-management process. To repeat: Marcus Aurelius, a Roman emperor, and wisdom-mentor (2000 yrs. ago) kept a journal and grew his evolved perspective for self-management skills from that self-learning process - his important reference is listed below.

Training Links & References

Videos - Please Bookmark these Video Playlist Links for active updates:

- Self-Mastery YouTube Video Playlists feature many of the authors listed below. I recommend starting your journal while watching these videos to think through your reactions and next steps. If you already provide mentorship/counseling/therapy to others these videos [and books below] will help both of you with your mutual mission objectives. Find a time in the day that works for you to get started with any of these playlists. Learning must always include actionable choices – or process. Each thing/content, is essential, - but the more complex *application Process in time* moves from 'What' to 'How.' Wisdom includes How. My YouTube, Subscribe: http://corepsych.com/youtube
- Note: I will communicate fresh material here at our YouTube site, so please sign up for 'Notifications' at the site. When I add something, you will be auto-notified.
- *Asterisk is a *'Get Set' first-priority** - The Most Essential Self-Management PDF and Video Playlist.
- The first PDF by Bertrand Russell in this list sets the tone for this entire learning activity. Age-appropriate how-process videos follow – I strongly suggest that you journal your progress as you review these Lesson materials.
    - **Knowledge & Wisdom*, Russell PDF: http://corepsych.com/wisdom* First, set perspectives.
    - Youth Start: http://corepsych.com/first - younger children, best with parent - 32 vids
    - More advanced, adolescent Start: http://corepsych.com/essential – 11 vids
    - **Basic Lessons:* http://corepsych.com/path - How any age, start/adolescence* | 42 vids
    - Advanced/Leadership: http://corepsych.com/path-2 - arrival, ownership plans | 42 vids
    - Additional specific Leadership Discussions: http://corepsych.com/leadership | 14 vids

Self-Management Books - PDF: Regular Revisions available at this http://corepsych.com/read link

- *Mindset - The New Psychology of Success – Dweck* - https://amzn.to/3TQJ1D4 Do *start your journey* with this one - as it will build a solid foundation for the structure of How you think, and

How you can take pleasure in the self-management mastery that will come from the process of observing, thinking & doing within many levels of different circumstances. Note below the Mindset book for parents and all the other Mindset books for kids at Amazon as well. Videos on topic: http://corepsych.com/growth

- *Right Kind of Wrong – The Science of Failing Well* – Edmondson - https://a.co/d/4ci9HaU This book is placed second as a *useful, readable priority* with an important, indeed essential, life-process theme that illustrates excellent, understandable points regarding our human condition of not-thinking, lesson perspectives regarding our inevitable errors – learning from choices that don't work. She's explicit about a beneficial How-to System to learn from setbacks. Strongly recommended.
- *Streetlights and Shadows – Searching for the Keys to Adaptive Decision Making* – Klein - https://amzn.to/3S7vd5E Another excellent book on the process of effective, evolved self-management systems which should be required reading for every freshman in high school, and every educator for application-objectives nationally. The build in deficits that result in not-thinking effectively – and not thinking how to improve that process - are paleolithic in origin and built on the awareness of 'things,' instead of the essential tools for every human being, the adaptive Way – How Works.
- *The Impact of Identity -The Power of Knowing Who You Are – Nevzlin* - https://amzn.to/4aSZBYK This interesting book addresses one of the most important tools for the application of value systems in your daily life. If you don't know your Who, you will often have more challenges with your processes of How. It's a key introduction for your next steps.
- *Mastery* – Greene - https://amzn.to/3H3v0u4 With this insightful resource you can start from your *now*, wherever you are in your lifetime, to learn how your self-management, self-mastery system can evolve into a working practice that will not only grow your skills personally but will provide leadership understandings that will keep you focused on your life mission. Don't be offended by his use of the word *power* – it's shorthand for self-esteem, self-confidence, and overall awareness of how-to-responsibly-react to inevitable change, move forward, and practice, through contributions for your Self, your family, and your teams during your lifetime. Start here, this is an indispensable book (see the Intro: pg. 5) with excellent examples of how *Mastery* observations worked for world thought leaders in their lifetimes. Know your Self. Educate your Self for your Practice process. This book is a great start for your next steps. See his chapters on *Life's Task* - pgs. 19-46, and *Dimensional Mind* - pgs. 167-246.
- *HBR's 10 Must Reads: On Managing Yourself – Christensen* - https://amzn.to/3PZavC0 [HBR: Harvard Business Review] This exceedingly interesting set of articles from various authors, including two imperatives at the top of his list: one on *How Will You Measure Your Life* by Christensen, and the next *Managing Oneself* by Peter Drucker are excellent, direct manifestations for objectives connected with my brief introductory remarks to this PDF. The 10 articles here may at first glance appear to be oriented to 'business,' but as you well know: *business is life,* and these authors do an outstanding job of discussing the adaptive-application details for effective self-management. This is an excellent resource for anyone at any level of self-understanding as the emphasis remains focused on choice, strategy, and learning systems that work. Measurement matters. Details matter.
- *Grit – The Power of Passion and Perseverance* – Duckworth - https://amzn.to/3zABb41 This is an excellent book to start your Self-learning journey because Duckworth examines, in an exceedingly effective way, the differences between the accumulation of knowledge, *what* you know, and the essential strategy of *how* you use your skills to get where you want to go. Most important for us all is the process, the grit, the staying power within *your application* of that knowledge in your real world. She documents, in excellent application examples, challenges with

our fascination with the attributions of 'talent' as differentiated from those achievers who did not manifest talent on the surface, but instead used their skills of grit and determination to deeply learn each delivery system in their immediate lives. Wisdom requires grit in the context of time. Wisdom is a lifetime application. Values matter. *Grit* is non-binary.

- *Principles: Life and Work* – Dalio - https://amzn.to/3d0EQvQ Mastery, success with one set of objectives may overlook more meaningful lifetime objectives. Effective skills in one reality may overlook the connection with your overall life mission – what you wish to accomplish in life for yourself and others. We must transcend limited success objectives with underlying principles that provide more insightful, actionable objectives for a lifetime. Deeper awareness improves the quality of living. Skill sets with one self-mastery activity do coalesce with other life/living skills. *NB: For children, even down to 4 yo, *this younger version* will start important conversations: https://amzn.to/3IMcANI
- *Think Again – The Power of Knowing What You Don't Know* – Grant - https://amzn.to/3oboc4X This interesting book addresses much of what I've outlined in the introduction for this list. Grant's point is essential and inarguable: pay attention to your thinking process, breakthrough denial, and bias, and establish coping strategies that will work for your life. Our perceptions do change regarding the realities and opportunities for learning in our lives. His learning emphasis strongly supports an important utilitarian, recovery perspective, that will support your self-management process in a variety of circumstances – including the influence of groups and politics on your thinking. Again, the word *power* defines self-esteem, the internal authority of knowledge – knowing the connections between 'things' and 'process.'
- *The Thing Itself – The Search for Authenticity* – Todd - https://amzn.to/3teW046 - This hidden gem should rise to the top of everyone's Basic Lessons List, especially since all of us here are searching beyond appearances and posing - to find consistent, authentic, predictable common denominators for changing reality. Not only are his views interesting from a wisdom, what truly matters, perspective, but Todd is such an engaging writer. In just a few pages you will feel like he's your new best friend, a guy that you could join on further explorations for meaningful experiences. As past chief editor of the *Atlantic Monthly,* he has a way, an authentic way, with the feeling of being there with him, and seeing the same views with improved vision.
- *Measure What Matters* – Doerr - https://amzn.to/3ps4Pnx I'm a strong believer that numbers don't oversimplify, they provide improved communication structures, cleared paths, at every level, from corporate work for leaders to individual communication strategies with patients to help everyone concerned clarify what Doerr reports as OKR- Objectives and Key Results. Google, Gates, and other exceedingly successful firms have used the lessons here to marry *What* and *How* in operational terms from teams to individuals. I strongly recommend this book for anyone planning to improve self-management and leadership communications systems for improved outcome strategies.
- *Beyond Order – 12 More Rules for Life* – Peterson - https://amzn.to/3DmcgkX These first several books spell out your *Big Picture for Your Life* of self-realization and daily practice. These lessons will find application every day for the rest of your life. Of all the books available I suggest starting with this one because of Peterson's insights, and his wisdom-application process for understanding and self-management. It's a bit deep for younger folk, but high school is not too early. Of considerable interest is his historical view of humankind's struggle with these big questions, and the current understandings as they apply to these contemporary times. This is his most recent and comprehensive, highly recommended 'how' book.
- *The Master and His Emissary: The Divided Brain and the Making of the Western World* – McGilchrist - https://amzn.to/3HWh3fM This comprehensive view of how we think from both a neuroscience/brain point of view - to include specifically how that process changes our world

view to either react adaptively and constructively - or maladaptively. He helps us understand the bigger picture of counterproductive left-brain, defensive/reductionistic thinking, to right brain comprehensive, operationally effective actions, from a scientific and interesting historical, culturally developmental point of view. He reviews why nations and relationships fail in the context of addressing the limited realities based on limited perceptions of reality. He shows how important it is to think about *how we think* in conflict resolution. Comprehensive. Indispensable.

- *Start with Why* – Sinek - https://amzn.to/3ei5MYy If we start with objectives, improved targets, for our next actions, they make more sense. You'll notice that this is one of the first books in the series because we need to first think about and answer 'why' for personal reasons. Begin with asking yourself why - and then use that answer to build your informed actions and improve your self-mastery. This learning process will help you with your mission. We, humans, are a cognitive/thinking race of animals, and if we don't think we unwittingly set up far more challenges and have more management failures than necessary. Experts call 'not-thinking' reptilian. Without clear objectives on *Why* we remain lost. If we think, we must plan.
- *Smart World – Breakthrough Creativity and the New Science of Ideas* – Ogle - https://amzn.to/3IsW2uq This interesting book on creativity helps us understand patterns of thinking that become habitual so that it becomes difficult to take the next steps with the different perspectives necessary for the applications of new ideas – thus blocking the developmental process. Ogle uses interesting examples that have become accepted phenomenon that at first were created through the steps associated with new, workable ideas – with an interesting explanation of how that transition from idea to product occurred through analogical thinking with extensions of the mind. Your new Self is in these pages.
- *School of Life: An Emotional Education* – de Botton - https://amzn.to/3wXRGo9 "Maturity is the ability to live fully and equally in multiple contexts," poet and philosopher David Whyte. It is not a question of choosing *between emotions*, one at the cost of another, but a matter of completion, of inclusion, an encompassing, unifying, and integrating which makes maturity." And emotional maturity is not something that happens automatically over time. It is the product of intentional character-sculpting, the slow and systematic chiseling away of our childish impulses for tantrums, for sulking, for instant self-gratification without regard for others, for weaponizing our feelings of shame, blame, frustration, and loneliness. Emotions become targets - markers for improved self-management. Uncontrolled emotions become an overt manifestation of a chaotic identity.
- *Selections from Science and Sanity* – Korzybski - https://amzn.to/3c2PrW3 2010 Science & labels routinely miss relevant complexities. This book, *Selections* from his original publication – *Science and Sanity - An Introduction to Non-Aristotelian Systems and General Semantics [1st Ed: 1933]* – This excellent book changed my life in 1969, and it will change yours today. Don't become intimidated by the title, as these *Selections* provide an explanatory, easier read than the extensive original work - yet it still carries the useful weight of observations about the foundations of how we think & communicate through our inaccurate, representational, time-bound words. Korzybski encourages data, complexity, and evolutionary thought - and discourages dogma. Words and thoughts connect here with Time and particle physics beyond Aristotelian labels and reductionistic thinking. He teaches us first: recognize and respect that we live in the complexity of time and change, and second: what to do about it. This is one of my favorites. When you read it you'll see why. If you like this *Introduction*, you will also love the original *Science & Sanity* book - https://amzn.to/3sMoHoN - it's an advanced book for communicating and thinking accurately – in your evolving thinking-language-time process.
- *The Intelligence Trap: When Smart People Make Dumb Mistakes* – Robson - https://amzn.to/3gO3ulW "The good news is that wisdom, unlike intelligence, can be taught, and these lessons bear real fruit. People with superior reasoning skills are more content and generally

happier with their relationships. Yet in industrialized Western countries, where bravado is often mistaken for strength, a slower, humbler, more deliberative approach to decision-making tends to garner little respect." Bobrow, WSJ – Aug. 5, '19, NB: *Abundance of knowledge does not teach men to be wise.* ~ Heraclitus ['*What*' does not teach you '*How*.'] ~ 500 BC

- *Biased – Uncovering the Hidden Prejudice That Shapes What We See Think and Do* – Eberhardt - https://amzn.to/376cKNP - The way we think defines our identity, our character, our values, and far too often, the pain in our lives. Bias presents in different ways, from highly individualized cognitive bias to unconscious bias, to cultural bias that lives within agreed-upon group misperceptions and maladaptive representations of reality. Our individual pain arises from the denial associated with biases, with unwitting training, from seeking approval, and, most importantly, from not thinking. *Biased* sets the tone in this list for an essential self-awareness - one that, if missed, will cause counterproductive, limited misperceptions that can last a lifetime. Bias is weak, not-thinking – unrelated to current realities, and imprecise.
- *Thinking Fast and Slow* - Kahneman - https://amzn.to/3x52QaB - This cognitive psychologist spells out how thinking biases significantly have corrupted scientific thinking and predictability through mental constructs we all use every day - often without thinking about them [!]. Biases cause heuristic - shoot from the hip - conclusions that appear correct but create inaccurate shortcuts [e.g., labels] in our assessments of reality, even our medical practices, that don't serve the interest of those being evaluated or medically treated. This book is strongly recommended, a landmark starting point for the next steps, for predictability in meeting outcome expectations. *NB*: The errors of representational thinking, our most typical reductionistic thinking through labels, contribute to the public bias - the stigma against - the elemental unpredictability of psychiatric medications and psychiatric interventions in general. - Nobel prize winner.
- *The Undoing Project – A Friendship that Changed our Minds* - Lewis - httpsi://amzn.to/2UPI9Cf – Lewis is also the author of *Moneyball* [wherein numbers and data significantly impacted previous bias in professional baseball hiring], he writes about the impactful thinking of Kahneman & Tversky, the Nobel Prize team who developed the ideas in *Thinking Fast and Slow,* about how they teased apart and began to understand the application of biased thinking in everyday life – a point so applicable to all of us. In *Undoing* Lewis breaks down how they developed these ideas while working together over decades. The points they raise are essential to understand the biases that exist in reductionistic psychiatric diagnostic labels today. Details matter.
- *The Ego is the Enemy* – Holiday - https://amzn.to/2LULkRm Our egos often build defensive walls against self-realization and the improvement of self-management skills. The synonym for this use of the word 'Ego' is 'Denial.' The complexity of Reality requires active perceptions of every variable, not just with a few easily acceptable variables. The mind plays tricks until we take control and straighten it out so that it works right. Denial limits vision. Without informed vision, no plans. Fail to find & confront denial - you'll pay a high lifetime price for dancing in the woods.
- *The Obstacle is the Way – Turning Trials into Triumph* – Holiday - https://amzn.to/3gkmd8f The paradoxical observation that challenges can become instructive with an improved perspective is not new. Thought leaders described this intrinsic learning process over 2000 years ago. Holiday does a great job of turning problems into mentorship and awareness opportunities – translating wisdom into action principles. Obstacles provide both a learning, wake-up call & improved target recognition. Identify unique obstacles to create informed actions that will work over a lifetime.
- *Discipline Equals Freedom – Field Manual* – Willink - https://amzn.to/2LU7TW3 Immediately upon the achievement of improved, deeper understandings of your life process is the next challenge of turning awareness into personal action: disciplined practice. Discipline to the 'Ego' crowd brings an associated connotation of 'work.' Discipline at first seems like it won't be fun. Yes, discipline is at first harder than not thinking - but the fun comes from the benefits of noteworthy

improvements in every aspect of your life. Now you can play the Game by the Rules and make it work for you. Wisdom works if you work it. And it can become an interesting form of entertainment. Then read his next one:

- *Extreme Ownership: How Navy Seals Lead & Wi*n – Willink - https://amzn.to/3bRp5WU Following the real experience of living with life and death Willink, a SEAL training commander, recognized the multiple built-in applications for learning from combat experiences for individual challenges in everyday life and group leadership. When you use these tools for insights for informed responsibility you begin the interesting process of developing your own responsible self-mastery.
- *Meditations* – Marcus Aurelius - https://amzn.to/2WXK5ah Written about 170AD by the emperor of Rome, a writer and a Stoic philosopher, these thoughts confirm the struggles and lessons that the most powerful human in the civilized world practiced in his daily life. They provide insights into the human condition for our unbalanced, irrational thinking patterns that, if unrecognized, then not corrected, create patterns to condemn us as victims - of our thoughts. Marcus takes us into the *how* – meaningful actions to transcend the limited perceptions of any denial process. He learned these rules through valued mentors. Mentorship through informed feedback is part of the mastery process. He clearly *demonstrates the values of using a journal*.
- *The Infinite Game* – Sinek - https://amzn.to/2ZwYifP So often we miss the larger picture of contributions over time. Interestingly, we too often deny the Reality of Time – as with time-management, punctuality, and the omnipresent tendency of Ego-focus only-on-this-project, independent of the long-term quality, the influence of durability, and the influence upon the larger order of action-systems already in place, and its overall significance to work objectives for both individuals and teams. *Time denial* is pandemic, disrespectful and developmentally arrested. Time awareness builds endurance, values, a strong identity, and trust.
- *The Tipping Point – How Little Things Can Make a Big Difference* – Gladwell - https://amzn.to/3d18Ck7 You will soon notice in our work together that I'm a strong proponent of the axiom that Details Matter. Challenges occur when we don't use data, we don't honor the science that can change the world. Note well: dogma rules even in scientific circles, inadequate labels define human beings, and far too many acquiesce to the inadequate process of not-thinking name tags, then passively leave it that way – it's just easier. But thinking is the attribute we have that defines the difference between us and the rest of the animals. Details will change your life – if you listen – and regularly improve your Practice.
- *The Mastery Series [5]: Master Your Emotions, Motivation, Focus, Destiny, Thinking* - Meurisse https://amzn.to/2zCjAhT - These five short books collect useful, specific projects to move your life forward. You will notice on this Amazon Link that Emotions and Thinking are the two best sellers in this series. I do agree from my experience that these two set the most predictable, identifiable, and challenging roadblocks as you move forward with your efforts at evolved self-mastery. Thinking and feeling both serve as helpful process markers for the confusions of being lost/stuck in the circumstances of your wish to grow - to improve, to change yourself. Emotions mark necessary change targets – they provide a reason for more information and improved perceptions.
- *Atomic Habits – Tiny Changes, Remarkable Results* – Clear - https://amzn.to/3sybJJi Rather than just planning and thinking this book provides a details system with diagrams and specific objectives to effectively correct your doing-adaptive process. "If you don't rise to the levels of your goals, you fall down the [conscious or unconscious] level of your coping systems." I'm a strong advocate for building coping systems and this excellent book that can create a plan for informed, structured approaches that can take you to your next level. Practice pointers abound. This Atomic tool provides specific details to build whatever renovations you wish to make.

- *Oneness with All Life – Inspirational Selections from A New Earth* – Tolle - https://amzn.to/3jsThPg This recommendation at first may appear a bit deep or peripheral, as many universally applicable observations and recommendations are presented in summary form and apply universally to any human effort to focus themselves on deeper practices that will balance their lives in any recovery practice. You don't have to be "sick," or a drug addict/alcoholic to benefit from deeper self-awareness, and practices that still your mind from counterproductive, wasted thinking that goes everywhere and takes you nowhere – except yesterday. This one takes you into tomorrow.
- *The Practice – Shipping Creative Work* – Godin - https://amzn.to/3iDPZqJ - One might at first think to ask the question: "Why branding? – and "Why Creative Work?" I added this book because it provides exceedingly helpful additional perspectives on improving your work process over your lifetime. Your product is you. Your character, your habits, are your brand. Godin is an expert with practical, experienced advice that takes readers on their process path. *Content* delivery is always mandatory, but the *balanced process* of developing indispensable, Quality Work bears more careful review – for a lifetime of Practice. Creativity provides the foundation for evolved actions.
- *The Little Book of Mental Toughness – Ferraiolo* - https://amzn.to/3g5QNnA "You either want to improve yourself and your life or you do not. Any excuse you may offer for not improving your life and your character can only manifest as a choice to do nothing about your current condition. The things that lie beyond your control are not holding you back. None of that has anything to do with your self-improvement. That is always up to you. What you really want is not 'out there.' What you seek is available on the inside. You want to be the best version of yourself you can be."
- *A Velocity of Being: Letters to a Young Reader - Popova & Bedrick Eds., -* https://amzn.to/3C5SwC8 "The heft of *A Velocity of Being: Letters to a Young Reader* makes it feel grand and immense; momentous on its first-page turn yet deeply personal. It's a collection of letters and art for readers young and old from a community of writers, artists, and other notable figures who speak about the deep magic of falling headlong into a story, the transformative power of words—stories settling into us, burrowing into our souls, running through our veins and becoming a part of who we are. ... Reading through compelling letter after letter is overwhelming in the best way possible. What are we without words, stories, and books?" — Michelle Sterling, *Avery, and Augustine*
- *The Bullet Journal Method – Track the Past, Order the Present, Design the Future* – Carroll https://amzn.to/3yMMd56 - This book must be considered as necessary to wrap yourself firmly around your own future. There are other interesting journaling books out there, but this one brings a dimension of *comprehensive* – so you can grasp the importance, the utility of learning how to advise yourself and track your own practice, your own self-mastery growth. Your life, just like mine and everyone else's has its surprising misadventures that can create self-esteem issues, hesitancy, and basic denial. With a journal you don't need to hear your struggles and corrections from anyone else – you can see for yourself through learning how to identify and evolve your practice of self-management, your life, and your mission.utwo map
- *The Psychology of Money – Timeless Lessons on Wealth, Greed and Happiness* – Housel https://amzn.to/37xE8Zt The subject of money at first may seem quite distant from the issues of informed self-management, but money is a great marker for maladaptive values that should be taught early in school, as early as grade 6 when the children become so grown up they can change classes, and are more articulate and can start to think more effectively. Anyone over high school age can find value in this volume at many levels, not the least of which is another essential vantage point on one's search for Identity. Money, like being smart and good looking,

can distract anyone from the more informed process of knowing and owning their more workable internal value systems.

For further review, consider these:

- *The New Executive Brain – Frontal Lobes in A Complex World* – Goldberg https://amzn.to/3nJnwmr
- *The Denial of Death – Ernst Becker* - https://amzn.to/33zQCy7 This is a deeper book on change anxiety.
- *The Wisdom Paradox – How Your Mind Can Grow Stronger as Your Brain Grows Older – Goldberg* - https://amzn.to/3KBaOjx
- *The Birth and Death of Meaning – An Interdisciplinary Perspective on the Problem of Man* - Ernst Becker https://amzn.to/33UUTMc

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Team/Leadership Books

- *Built to Serve: Find Your Purpose & Become the Leader You Were Born to Be* – Carmichael https://amzn.to/2M9X6qO - Once you walk the path of informed self-management you will quickly see how the world is not paying attention to the details that you value and know will work. You will quickly become aware of how important it is in your life's work to take on the responsibility of helping others manage their team, their projects, their work objectives with fewer struggles. Aware self-management is the first step. Leadership becomes, by default, the next step.
- *On Managing Yourself* – Drucker - *HBR 10 Must-Reads* - https://amzn.to/2WWdj9i This book looks like business-as-usual, but it's far from that. The entire focus is on self-mastery principles that work personally, with your team, and in your family life. Peter Drucker sets the tone for what it takes to use group and team experiences as developmental opportunities – beyond simply chasing the dollar-success objectives so commonly considered. Values matter for both the short and long haul. The team matters. Values are first imagined then become reality in expression.
- *Lincoln on Leadership – Executive Strategies for Tough Times* – Phillips - https://amzn.to/3uzd3wl The nation was almost bankrupt, it was splitting apart, his generals too often remained passive and didn't catch the essential vision of the drive for national unity associated with the inherent problem of racism, and Lincoln, through his wisdom practice – as it is spelled out clearly in this interesting, pithy book [188 pgs.] managed the war, the economy, and the death and disorder and chaos with his obvious work on character, consistency and effective communication. Phillips emphasizes many principles, not the least of which are narrative, repetition, humility, and stories that work. Lincoln had a system.
- *Leaders Eat Last – Why some teams pull together, and some don't* – Sinek - https://amzn.to/2YRBycf This is the second book here by Sinek, and I've included it because it is *so completely utilitarian*, with excellent examples from multiple successful organizations on the why and how. If you have ever found yourself in a leadership situation and discovered that you were in a confusion about what happened, or perhaps took the title of leadership to mean control/permission – you will begin to see where you can prevent future imbalances in your group persona and mission. If you start here, go back, and read *Mastery* by Greene, the first on this list. These two are essential for the next steps on your Path.
- *How the Best Leaders Harness the Power of Uncertainty* – Engelberg – an *Inc* Article: https://www.inc.com/moshe-engelberg/how-best-leaders-harness-power-of-uncertainty_1.html 240703
- *Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership,* - Owens, Johnson and Mitchell 130212, refs., online, https://doi.org/10.1287/orsc.1120.0795

Mind Measurement and Precision Thinking

- *How Not to Be Wrong – The Power of Mathematical Thinking* – Ellenberg - https://amzn.to/3DJjYpB For those of you looking for effective ways to measure and accurately target maladaptive attempts at coping with inevitable changes this is an excellent, utilitarian book that supports a practice I've used now for more than forty years with improved communication for mind evaluation through numbers in any office: *The CoreBrain Review*. An Ellenberg example: "Doing math is to be, at once, touched by fire and bound by reason. Logic forms a narrow channel through which intuition flows with vastly augmented force." Math-based evaluations at every med check work for everyone: both patients and providers – for more accurate markers on the path to improved self-management. Psychiatric details evolve for more precise clinical work.

Parenting Insights for Training Self-Management

- *Mindsets for Parents – Strategies to Encourage Growth Mindsets in Kids* – Ricci & Lee - https://amzn.to/48ICi1X As a serious devotee of thinking-training, I seriously support the evolution of Growth Mindset strategies in this excellent parent-training book specifically set to help children and adolescents form both comprehensive process perspectives and specific self-management intervention training strategies that can work in any informed home. Strongly recommended. Also, to improve customized perspectives - a Mindset for the process of:
- *How to Raise an Adult – Break Free of the Overparenting Trap* – Lythcott-Haims https://amzn.to/3mSMnUs "Julie Lythcott-Haims draws on research, on conversations with admissions officers, educators, and employers, and on her own insights as a mother and as a student dean [for freshman at Stanford] to highlight the ways in which overparenting harms children, their stressed-out parents, and society at large." This is an exemplary book with useful details regarding parental training for self-confident, successful children who can navigate the many transitions of increasing responsibilities from child to adult.
- *Raising Critical Thinkers – A Parent's Guide to Growing Wise Kids in a Digital Age* – Bogart https://amzn.to/3pMLoaa "Drawing on more than twenty years' experience homeschooling and developing curricula, Julie Bogart offers practical tools to help children at every stage of development to grow in their ability to explore the world around them, examine how their loyalties and biases affect their beliefs, and generate fresh insight rather than simply recycling what they've been taught.
- *The Brave Learner: Finding Everyday Magic in Homeschool Learning and Life* – Bogart https://amzn.to/3hMYyzc This is another excellent parenting book that takes us into the developmental complexity of life - beyond the structure of home schooling. Julie emphasizes how to learn, how to use information and explores the process so that students can understand the broader meanings of a meaningful education.